

658.8
516

University of Detroit
Library

Sales Management

THE MAGAZINE OF MARKETING

IN THIS ISSUE

YOUR POST-KOREA SALES FORCE: Is this the time to plan it? Hire draft-age salesmen—now? What about the new veterans' re-employment rights? Page 37.

SALES UP — BUT LOSING GROUND? So you're ahead of last year? Fine! But how's your percent of potential in your industry? Page 48.

MARKETS IN THE PLAINS STATES: SM's roving editor takes a new look around one of America's famous frontiers—the Minnesota-to-Montana area. Page 44.

FIFTY CENTS



NOV • 20 • 1950



How to plan a meal or a Sales Campaign

A single source of supply—that's the sure answer to better results at less cost . . . whether you're buying the family's groceries or the company's sales promotion aids.

When you consult The Jam Handy Organization you get a *complete* package, covering just about everything you need in visuals, sales training aids and film advertising . . . movies, slidefilms, displays, speeches, tie-ins, demonstration equipment, or other sales stimulators.

That's why it pays to let The Jam Handy Organization work with you. Whether you're planning a sales meeting, trade convention, or a consumer selling program, you're bound to save time, money and effort thanks to Jam Handy's simplified "one-stop service"—one accounting, one responsibility, *one source!*



**One-Stop
Service**

Stage Presentations
Demonstration Devices
Slidefilms
Slides
Skits
Meeting Guides
Tape Recordings
Disc Recordings
Motion Pictures



Meetings Packages
Screen Advertising
Cartoon Comedies
Training Manuals
Poster Charts
Banners



Pictorial Booklets
Transparencies
Film Distribution
Turnover Charts
Pageants
Quiz Materials




Technicolor Productions
Field Surveys
Training Devices
Speech Coaching
Promotion Pieces
Portable Stagettes
Television Commercials
Meeting Equipment
Projection Service



The **JAM HANDY** *Organization*

OFFICES — NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES


4



**Economic
EQUILIBRIUM
makes
ROANOKE
AN IDEAL
TEST MARKET**

There are no sharp variations in buying power in the 16-county Roanoke market. More than 500,000 people are employed in Industry, Agriculture and Commerce... assuring you the economic stability necessary for a good test market. One of the many reasons successful advertisers test first in Roanoke.

Natural mountain barriers separate Roanoke from competing markets. The Roanoke newspapers completely dominate the Roanoke market. Newspaper coverage, therefore, offers maximum desirability for test purposes.



Write for complimentary copy of "MARKET TESTistics" to Sawyer-Ferguson-Walker Co., 60 E. 42nd St., N. Y. 17

ROANOKE
TIMES AND WORLD-NEWS
ROANOKE VIRGINIA
SAWYER • FERGUSON • WALKER CO.
National Representatives

Sales Management

CONTENTS, NOVEMBER 20, 1950

CONTESTS

**Stopette Upsets Seasonal Sales
With Fall Deodorant Promotion**

A new look at the traditional marketing practice has given Stopette the clue for a year-round market.
By William A. Wright, Vice-President, Jules Montenier, Inc. 76

MANPOWER

**Your Post-Korea Sales Force:
Is Now the Time to Plan It?**

Hire draft age salesmen—Now? What about re-employment of the new veterans? Will salesmen be drafted for "more essential" employment?
By Colonel William Hart, General Personnel Supervisor, Crown-Zellerbach Corp. 37

MARKETS

**How to Sell Through
The Mail Order Chains**

VI. Your business with this type of chain should supplement your department store volume.
By James C. Cumming, Vice-President, John A. Cairns & Co. 58

**Quantity Down, Quality Up
In Plains States**

SM's roving editor takes a new look around one of America's famous frontiers. Farmer population is declining in the Minnesota-to-Montana area, but mechanized farming on a vast scale makes those remaining among the nation's most prosperous.
By A. G. Mezerik, Roving Editor 44

**Men's Wear Market Gains
Above Retail Average 1939-1948**

Changes in men's wear sales 1939-1948 by regions and states, plus 151 key markets ranked in order of total men's wear sales 82

SALES AID

Carnation's Retail Stores—
They're Sales Proving Grounds

A giant in the milk business is learning—and teaching—all about some revolutionary merchandising ideas on the Pacific Coast 42

SALES TRAINING

Tape Recorder Solves
Mass Training Problem

Allen Electric's factory instructor records a well-polished training story and 70 sales engineers carry it to mechanics' after-hours classes via portable recorders 74

SALESMANSHIP

Toughest Sale I Remember

The Sale I Simply Had to Make
By E. C. Lee, General Manager, Arthur Sanderson & Sons, Ltd. 80

SALES MANAGEMENT

Four Major Opportunities for
Expanding Your Sales Volume

So you're ahead of last year? Fine! But—are you losing ground in percent of potential in your industry?
By Carl T. Hoffman, Principal, McKinsey & Co., Management Consultants 48

DEPARTMENTS AND SERVICES

Advertisers' Index	95	Packaging to Sell	64
Advertising	88	Scratch Pad	20
Comment	96	Significant Trends	35
The Human Side	8	Shop Talk	54
New Books for Marketing Men	73	They're in the News	40
Marketing Pictographs	65	Washington Bulletin Board ..	28
News Reel	15	Worth Writing For	94



MORE
THAN

8,500 ADVERTISERS
USE THE COMPLETE
SALES TONIC!



☆ T. R. Advertisers know that T. R. is the only place where their advertising is seen at the buying moment by over 60% of the total purchasing power of the United States. That is why over 8,500 wise manufacturers use "The Complete Sales Tonic".

*"8,500 T. R. Advertisers
Can't Be Wrong"*

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

**THOMAS
REGISTER**

461 EIGHTH AVENUE • NEW YORK 1, N. Y.



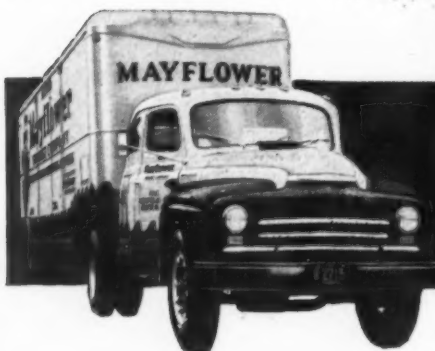
Over **3,000** **reliable witnesses...**



Choose Mayflower Service Annually

More than three thousand of America's largest national companies, departments of the Government and thousands of individual shippers use Mayflower Long-Distance Moving Service every year. They know that Mayflower is dependable, safe and easy. They know that they will get their money's worth with Mayflower . . . every time, everywhere!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis



Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.

AERO Mayflower

NATION WIDE FURNITURE MOVERS

America's Finest



EDITORIAL STAFF

PHILIP SALISBURY
A. R. HAHN Managing Editor
JOHN H. CALDWELL Assistant Managing Editor
L. M. HUGHES Special Features Editor
MARY CAMP Desk Editor
LESTER B. COLBY
D. G. BAIRD
FRANK WAGGONER
ALICE B. ECKE
TERRY ARMSTRONG
HARRY WOODWARD
JAMES M. SINGLETON Associate Editor
GRACE WEINROD
JOAN HILDEBRAND Assistant Editor
JEROME SHOENFELD Washington Editor
PETER B. B. ANDREWS Consulting Economist
H. M. HOWARD Readers' Service Bureau
MARY LOU MARTIN Librarian
MADELINE ROARK Advertising Production Manager
ROSE BONGIORNO Advertising Research

BUSINESS STAFF

RAYMOND BILL Publisher
PHILIP SALISBURY General Manager
EDWARD LYMAN BILL Treasurer
MERRIL V. REED
C. E. LOVEJOY, JR.
W. E. DUNSBY
R. E. SMALLWOOD Vice-President
C. V. KOHL Subscription Manager
ELLIOTT EAKIN Promotion Manager

Published by Sales Management, Inc., Publication office, 34 North Crystal Street, East Stroudsburg, Pa.; Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone: (212) 2-1740. Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone: State 2-1266; C. E. Lovejoy, Jr., Vice-President; W. J. Carmichael, Western Advertising Sales Manager, and—Santa Barbara, California, 15 East de La Guerra; Warwick 5, Carpenter, Pacific Advertising Sales Manager; Telephone: Santa Barbara 6405. Subscription price \$8.00 a year, Canada \$9.00, Foreign \$10.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT with which is incorporated PROGRESS, is published semi-monthly the first and fifteenth except in May and November, when it is published on the first, tenth and twentieth; copyright November 20, 1950, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under Act of March 3, 1879. Address mail to New York office.

November 20, 1950 Volume 65 No. 1



SALES MANAGEMENT

Where else in the United States
can the National Advertiser get
this kind of a buy . . .

93% coverage of a metropolitan city market of
more than a quarter million families

Plus 100,000 daily and 200,000 Sunday circula-
tion in the surrounding area

For only 55c per line daily and 60c on Sunday

In a newspaper with the selling punch that at-
tracts the largest volume of advertising* in any
newspaper in the nation?

*28,040,491 lines in the first eight months of 1950.

The Milwaukee Journal



M c G R A W - H I L L

P U B L I C A T I O N

There's plenty of activity behind the scenes in your business today, whether you're selling to your usual market or tearing up all your peacetime plans to work on government orders! And today, more than ever before, you need MECHANIZED SELLING!

If you're still doing business as usual, you need MECHANIZED SELLING to help your salesman over the first three steps to the sale. Because it uses the high speed mechanical tools of ADVERTISING to make contacts, arouse interest, and create preference for your product, MECHANIZED SELLING frees your salesman to spend more of his costly time and specialized skill on the pay-off steps.

If you are faced with some of the unusual problems of doing business in today's economy—accelerated production schedules, shifting markets, priorities, shortages, enlarged restricted areas, to name a few—here's how a consistent program of MECHANIZED SELLING in business magazines can help you:

KEEP UP WITH HIGH TURNOVER IN INDUSTRY BUYERS. Normal turnover will be accelerated by new titles, new responsibilities, inter-industry shifts, and continuous replacement of men going into military and specialized services. These men will be looking to business magazines for help with their jobs.

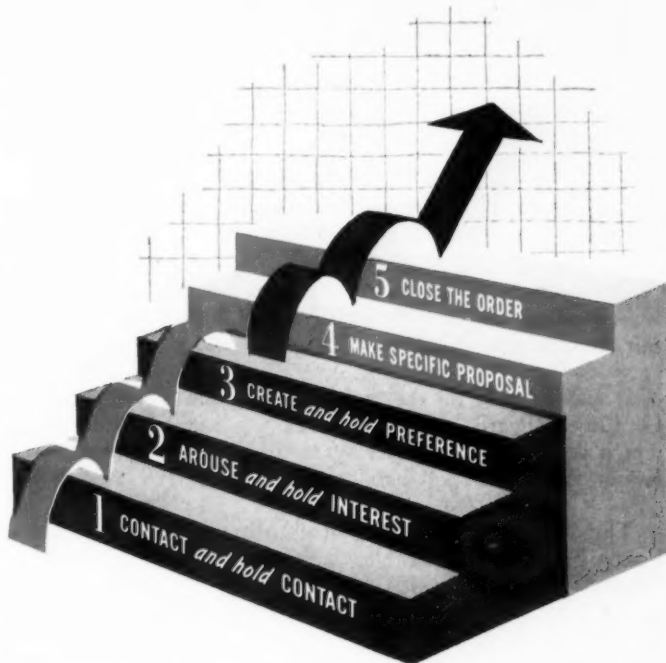
REACH MEN IN RESTRICTED AREAS. Intensified needs for scientific and technological exploration draws a curtain of secrecy over the work of thousands upon thousands of top-flight men. Many plants and laboratories will be inaccessible to salesmen. But not to business magazines.

SUPPLEMENT SALESMEN'S CALLS. Where personal selling is curtailed for man power or economic reasons, business paper advertising will stretch a depleted staff over the gap.

REACH NEW AND EXPANDED PLANTS. Companies with a government green light may be unfamiliar with suppliers, or with parts and equipment for making new products. Many are priority buyers. Business magazines reach priority audiences.

KEEP YOUR PRODUCT STORY BEFORE ALL YOUR PROSPECTS. Distributors, jobbers, retailers, buying influences within a plant. Oversold or not, reaching these men is good selling for today, good insurance for tomorrow.

Whether it's for immediate sale or in short supply, your product is your key to today's and tomorrow's markets. If it is available now, MECHANIZED SELLING will shorten the route to the sale by ferreting out and conditioning ALL of the buying influences. If you are oversold, MECHANIZED SELLING will hold the line for a slackened sales effort, and protect your markets for tomorrow.



ADVERTISING, functioning consistently on steps one, two, and three, can carry a bigger share of the sales load today, and protect your markets for tomorrow. That's MECHANIZED SELLING at work!

330 WEST 42nd STREET, NEW YORK 18, N. Y.

NOVEMBER 20, 1950

The Human Side

JINGLE BELLS ALL YEAR

Almost as you heave a tired sigh for Christmas past, salesmen for a busy Los Angeles factory will be out selling the Christmas-to-come—even before Christmas card writers and the cartoonists begin to think up jingle-bell ideas.

Practically the whole market for the Pacific Exhibits Co. is a Christmas operation, but there is no closed season for customers; selling goes on all year. Customers look



JINGLE BELLS AND PALM TREES . . . California does it different! But your town can have the same decorations . . .

far ahead, and it seems as though the closer they are to this Yuletide the more they are disposed to approve plans for the next one. Maybe the recent ordeal and the profits are fresh in mind.

Christmas is a new market for Pacific, which in 1947 was winding up the year with a \$34,000 loss on street fair decorations—flags, bunting, etc.

It was drifting on the rocks when its president, Robert G. Owen, heard about aluminum foil, a new material which was being promoted by Henry Kaiser, through his Kaiser Aluminum & Chemical Co., Los Angeles.

The foil made possible a new theme in decorations—light, bright, unbreakable, uncrushable, fire resistant. Rain or shine, it could not flop and dampen the celebration. It was washable, and could be stored and used for several seasons.

Owen designed an entirely new line—aluminum stars up to six feet diameter, lit inside, aluminum garlands, and wreaths, and trim in strips for indoor as well as outdoor glamor.

Aluminum paid off his loss the following year, and ever since the company has found its volume growing. For 1950 it tripled. Recently another material has been added in Fiberglas, for Santa Claus in all sizes, Santa head

plaques, jingle bells. It is also durable, weatherproof, takes colors, and is a natural for ice and snow effects.

This new line has taken the company into a new market, supplying the decorations that turn Main Street into Santa Claus Lane—and a burgeoning market it is!

Once, it was downtown merchants who got together and did some street decorating for Christmas, the spending season. Since the war, innumerable outdoor shopping centers and country crossroads that want to keep trade at home, are dolling up between Thanksgiving and New Year. The Christmas spirit—with Scrooge standing for Competition.

Motor traffic, the trek to the suburbs, "one-stop" convenience in shopping, and the postwar American scene generally, have brought into existence these new shopping centers. Lately there is the automobile shopping center designed as a magnet for motoring customers several miles away, with everything grouped around a giant supermarket. They all want jingle bells, and selling them is definitely a specialty business.

Pacific has sales representatives throughout the United States. They sell decorative materials and service. In Southern California the company renders service directly along lines also followed by its sales representatives.

Early in the season a lighted display is put up in a meeting room, showing various ways of attaining effects figured to quotable costs. The purchasing groups are invited to view the displays, and make up their minds tentatively, guided by what they will have to spend.

When the buying committee has decided, the company then goes over the streets to be decorated, decides how many maximum effects can be attained, and consults with the local concern that generally does the actual decorating. Nobody is disheartened by the local and personal obstacles that bob up. Each contributor would like to have his store spotlighted, of course. Those are just the corners of the jingle bells trade.

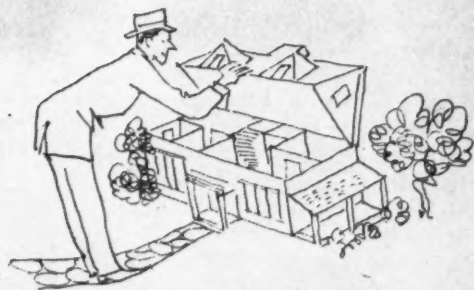
With these durable decorations, it became possible for the company and its sales representatives optionally to contract for dolling up a shopping center on a rental basis, taking care of the installation and storage.

Spread over several seasons, and prorated per foot, Santa Claus Lane in aluminum is not expensive. These days. Prices vary, but typical decorating schemes by units indicate that much can be done with not-so-much when experience does the planning.

MAYBE YOU WANT FACTS

Would you like to know—not merely out of burning curiosity but out of a real need to know—the dollar value

These questions need answering too



Wouldn't it be worth a lot to look in once
a month and see.

Who your customers are?

How they buy . . . and when.

Who your *potential* customers are?

What percentage of your market each competing
brand holds?

How many *new customers* you are adding?

How many of those you *keep*?

Who gets the customers you *lose*?

Where do your *new sales* come from?

Are deals, premiums or contests *paying off*?

This booklet tells you how to get the answers

THIS BOOKLET condenses more than ten years of proved experience in the value of the J. Walter Thompson Consumer Purchase Panel.

It demonstrates how the J.W.T. Panel goes beyond other methods in providing you with the most vital market data—*What consumers actually do about your prod-*

uct and the products of your competitors.

Interested executives are invited to write for copies of this 12-page booklet. J. Walter Thompson Company, 420 Lexington Avenue, New York 17, New York. *Twenty-two other offices in strategic cities around the world.*



ume of luggage sales last year? Or could you use—in case you're tackling the South American market—a list of commercial radio stations in S.A. and their rates? Or maybe you want, in order to set up sales quotas, information about Alton, Ill.? An organization prepared to tell you the answers to these and your own special question-problems is making a very good thing of catering to your need for information. The organization: Facts, Inc.,—a year old now, and growing bigger by supplying businessmen and corporations with grist for their sales mills.

When it was founded, Facts, Inc., had a staff of eight. Today it employs almost five times the original eight. The majority of the staffers do nothing but sleuth, in a constant (and winning) battle to keep up with the always unsatisfied demands of its clients. Facts expects to take in better than a quarter of a million dollars this year from some 3,000 clients. The whole thing is worked on a subscription basis. In addition to a limited business subscription, Facts has set up two new services: a \$600-annual subscription which entitles the client to reports on any number of subjects, requiring up to five hours of research and a \$1,200-a-year subscription to go twice as far.

Facts, Inc., largely gets its business from corporations that do not have technical departments or librarians who can drop everything and dig when information is needed.

Facts, Inc., the brain-child of young Pierre Marquis—a Boston Law College grad—is patterned after a similar service in Paris, called "S'il vous plait." Four friends

joined him in the enterprise and the \$250,000-billing, up during the first year, was garnered from individual clients who paid \$15 each to have an unlimited number of "curiosity" questions answered and business concerns who paid \$150 for more extensive service. While a percentage of these clients are businessmen, many of them are celebrities—and a sprinkling of just plain "people"—who have an irresistible itch to ask questions and get answers. Among the celebs: Gypsy Rose Lee (who telephoned late one night to settle a bet as to who invented the ice cream soda).

When the corporation was founded it went by the name of Facts on Dial. In the beginning the firm made a specialty of answering any and all questions put to it over the telephone. Later a new division was added called INFO (Information National Fact-Finding Organization), created to help business corporations find answers to questions involving more extensive research.

Today such organizations as The Texas Co., IBM, Lever Brothers and Avco make use of Facts to help solve the insoluble. Business organizations are entitled to help six individuals who are allowed to call up for answers in addition to requesting specific research on assignments.

Facts, Inc., says it answers as many as 500 questions a day. In its one year of operation it has answered over 250,000 questions. It is proud that it has been stumped relatively few times. One stumper: Who owns the largest collection of sun glasses in the U.S.?

DISTRIBUTION'S A PLEASURE HERE



It's easy to get distribution in the South Bend market. For example: in the food field, five wholesalers cover the entire market. In the drug field, one wholesaler and five chains afford complete distribution. You can check test results here quickly, easily, accurately. What's more, "Test Town, U. S. A." is covered to saturation by one newspaper — and only one. Get the full story on this great test market. Write for free market data book entitled "Test Town, U. S. A."

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Symbols of Greatness

The majestic dome of the Capitol, rising high above Washington, is an enduring symbol of our country's greatness. Greatness through world leadership among democratic nations. Greatness through progress in many fields.

Progress in air transportation is symbolized by one of Capital's Constellations over Washington—home of the 73-city Capital system. For Capital, with over 23 years of experience, is one of the nation's leading air carriers. From the moment you call for a reservation, you're assured the utmost in service, comfort and safety. And when you're aboard you'll relax completely, for you will be enjoying air transportation at its finest.

Capital
AIRLINES



Godfrey & His Friends, 56.3

50

40

30

20

10

This is Show Business, 39.0



You can have live television in 61 markets!

The Fred Waring Show, 42.3



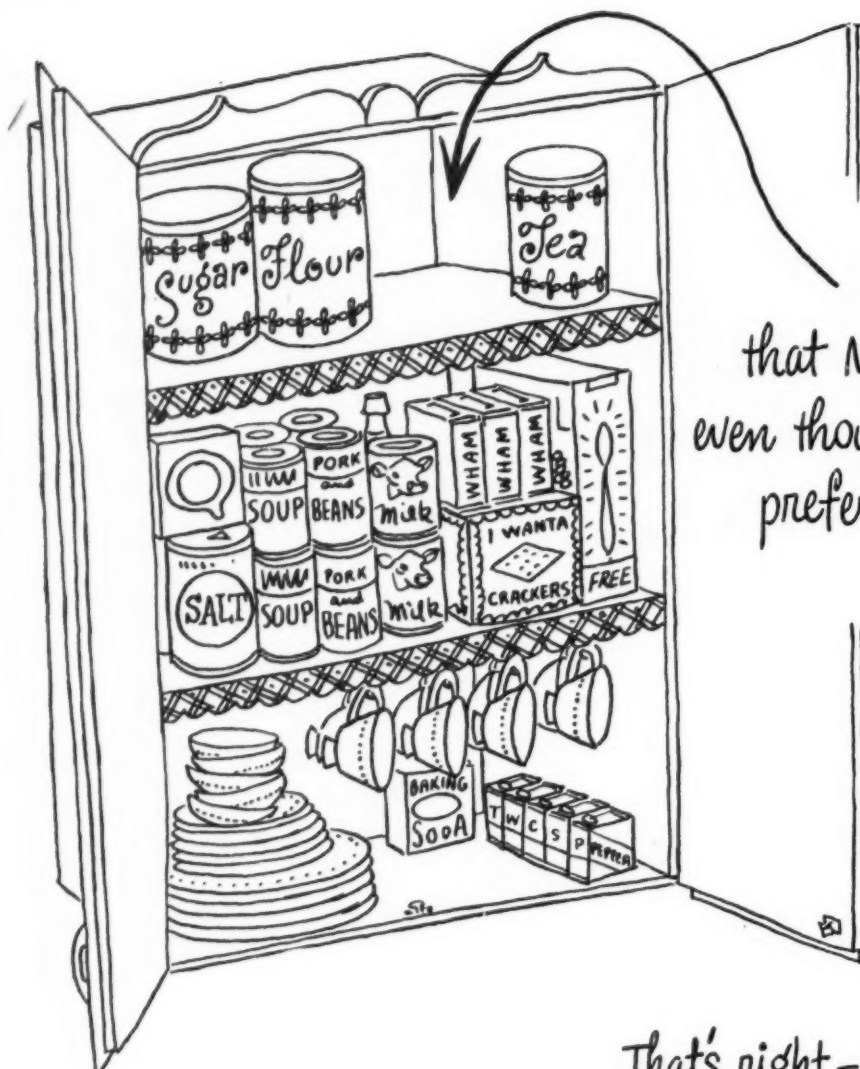
Live programs are what make live television. It's not half so important *how* people see a show — "live" or on television recordings (TVR) — the vital point is *what* they see. Some advertisers today are staying out of television because they're afraid they can't get into enough markets. Others are accepting inferior programs just because they are able to get cable time for them. Neither way is very smart.

Because there's abundant proof a *good* program on TVR can do a superb job for an advertiser. Take the records of four top-rated CBS shows you see graphed across the page. These ratings were won in *cable cities*, where both "live" and TVR are regularly seen. And in each case listed here, the TVR broadcasts of the shows not only won big ratings, but actually *bigger* ratings than the same shows in cities where they're seen "live"!

	LIVE	TVR
GODFREY & HIS FRIENDS	55.8	56.3
THIS IS SHOW BUSINESS	26.7	39.0
TOAST OF THE TOWN	51.3	58.9
THE FRED WARING SHOW	18.9	42.3

To reach the optimum television market... to pro-rate costs to cover as wide an area as possible, the wise advertiser will take his show wherever there's a market he wants to hit. He'll do it with *both* live and TVR. And the wisest will pick a CBS show to do it with... on the record, it's a better guarantee his show will really go places.

CBS television



Here is the coffee
that Mother bought,
even though the rest of the family
preferred another brand.

That's right - no coffee (unless it's still sitting
on the grocer's shelf)! Because even though Mother shops for the groceries,
she knows that *buying* is a *family affair* in her home and most American homes.

The way to get your brand of coffee out of the store and into the pantry
is to sell *everybody* in the family through the magazine the whole family
reads and trusts - THE AMERICAN MAGAZINE.

For here's the *best-liked* magazine among both men and women in more than
2,500,000 prosperous American homes. Among these families,
THE AMERICAN MAGAZINE is more than just another periodical; it is a
thoroughly-trusted, well-loved friend of the family!

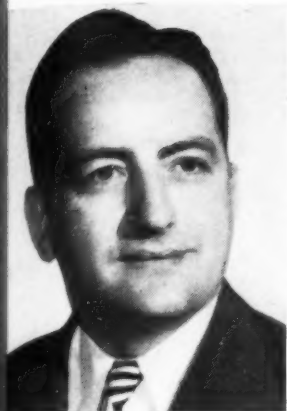
Proof? More than 85% of the men, the women, the young folks in these homes each spend
an average of 5 hours and 24 minutes reading THE AMERICAN MAGAZINE every
month! They read it . . . they believe it . . . they act upon what they read!



Advertisers with good things to sell
can sell the whole family as a family through
the pages of THE AMERICAN MAGAZINE.

The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y. Publishers of The American Magazine, Collier's and Woman's Home Companion

NEWS REEL



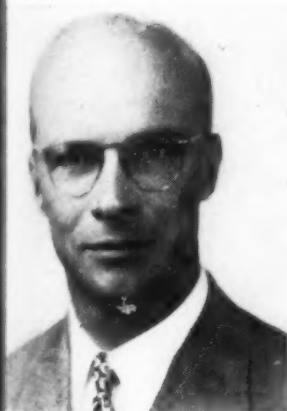
JACK CHERRY

General manager of the Accessory Division of the Philco Corp., has been appointed to the new post of sales manager of air conditioning and freezers.



W. A. NEWHOFF

Joins Rainier Brewing Co. as executive vice-president in charge of sales and advertising; had been vice-president of Union Oil Co. in San Francisco.



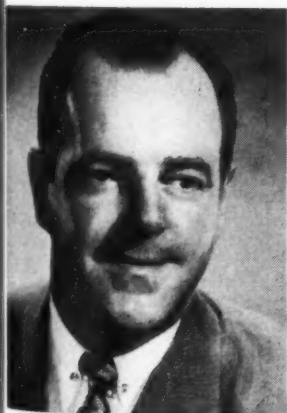
WILLIAM E. WILLIAMS

Elected president of The Procter & Gamble Company of Canada, Ltd. Vice-president since 1947, he continues as general manager; with firm 20 years.



LESLIE A. SAUERS

National chain drug sales manager, The Pepsodent Division of Lever Brothers Co., he had risen from salesman in 1928 to national field sales manager.



STUART M. JONES

Appointed vice-president in charge of sales for the New York Wire Cloth Co. which he joined in 1940. He was promoted to general sales manager in 1946.



JOHN McNAMARA

Vice-president of M&M, Ltd., Inc., candy manufacturers, Newark, N. J., is named president. Formerly with Republic Aviation, he joined M&M in 1944.



JAMES A. JACKSON

Promoted from advertising manager to sales manager of Clopay Corp., in charge of coast-to-coast sales of plastic draperies, window shades, curtains.

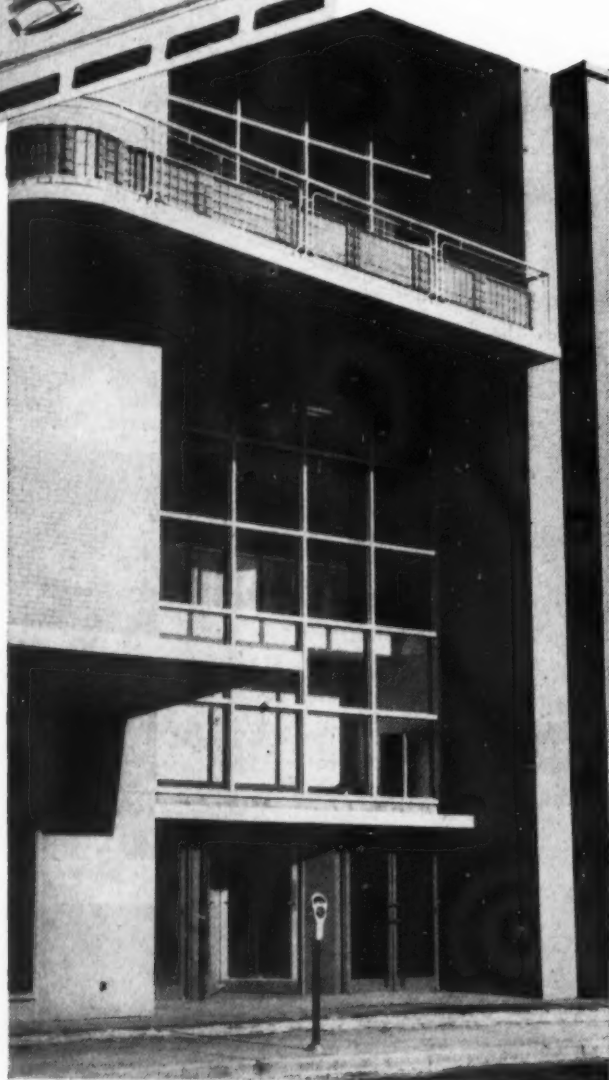


FRED C. FOY

Elected vice-president and named general manager of the Tar Products Division, Koppers Co., Inc.; he had been manager of Koppers Sales Department.



A STORE is Born



Newest and greatest Wieboldt Store, in Evanston, sparks further community growth...with its huge double-deck parking structure...its restaurant open 7 days a week...and its food super-market.

SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 541,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.



COMMODITY SURVEY



COMMODITY SURVEYS

A market-by-market direct-interview survey of commodity brands stocked by both chain and independent outlets. These surveys cover commodities.

TEN MARKET STUDY

Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.





William A. Wieboldt,
retired founder
of Wieboldt's.

and a COMMUNITY *springs to Life!*

It's always happened that way when progressive, neighborly William A. Wieboldt opened a department store: it became the nucleus of a new community. Like the first store on Milwaukee Avenue, Chicago, back in '83 (they called it "Dinner-Pail Avenue" in those days).

All the money that Wieboldt and his bride could scrape together—\$2,600—went to open that little store; a few years later it burned to the ground. Wieboldt built another store on the same site. Today, the only physical vestige of that first venture—the foot of a gilded lion that had rested over its door—serves as a doorstop in the office of Wieboldt's eldest son, now Chairman of the board of Wieboldt Stores, Inc. But there is tangible evidence, too, of Wieboldt's enterprise: six "giant" stores in Chicago and its suburbs with combined volume of more than \$60,000,000 annually. Each of these saw a neighborhood grow up around it—and each gave impetus to the growth.

William A. Wieboldt had faith in his community's future. But today's business man has more than faith to rely on—he has *facts*. He can keep informed of a city's growth—of changing buying habits and shifting markets.

Your Hearst Advertising Service man has his finger on the pulse of local conditions. He will supply you with complete, accurate information on the ten major markets where over half the nation's buying income is centered. Total, classified data on-the-spot: Sales Operating Controls, Commodity Surveys, Market Studies and Analyses. Contact your closest H.A.S. man today... for greater localized profits tomorrow.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising Service

Herbert W. Beyea, General Manager
959 8th Avenue, New York 19, N. Y.

Offices in Principal Cities representing

New York Journal-American
Baltimore News-Post American
Pittsburgh Sun-Telegraph

Albany Times Union
San Francisco Examiner
Detroit Times

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

Boston Record-American Advertiser

Copyright 1950 by Hearst Consolidated Publications, Inc., Hearst Advertising Service Division. All rights reserved.



THE "GOOD OLD DAYS"—1883

The Lion Store on "Dinner-Pail Avenue" displayed its merchandise in bushel baskets on the sidewalk...grossed only \$16 a day.



The ARF's Function in Industrial Advertising

The Advertising Research Foundation, sponsored jointly by the American Association of Advertising Agencies and Association of National Advertisers, has as its purpose the promotion of greater effectiveness in advertising and marketing through objective and impartial research. Its activities are not limited to any one medium or to the conduct of any one study.

The Continuing Study of Business Papers, one of the Foundation's many projects, has been undertaken because its essential purpose is the development of authenticated knowledge about a recognized advertising medium. Therefore, it is in keeping with the Foundation's objectives.

This project is conducted in cooperation with The Associated Business Publications, Inc. The bulk of the cost of the study is defrayed by the 108 publications composing The Associated Business Publications.

Purpose of the Study

The purpose of the Continuing Study of Business Papers is to help advertisers and advertising agencies make more effective use of business papers, and to aid publishers in evaluating and improving the editorial content of their publications.

To accomplish this, the study has been designed to determine the total potential audience of a typical issue of Chemical Engineering, to measure the readership of the publication as a whole as well as the readership of individual advertisements and editorial items within the issue surveyed, and to provide detailed information about subscribers and readers—including "pass-along" circulation, purchasing influence, job classification, and similar data.

Alderson & Sessions, Inc., conducted the survey under the supervision of the Foundation's executive and technical staffs. Their responsibilities included designing the sample, training and checking supervisors and interviewers, and tabulating the results.

Technique

As a result of testing various research methods in two previous pilot studies made in 1946 and 1947, the latter on Chemical Engineering, it was decided to adopt for this project the use of a qualifying kit in addition to a regular recog-

nition interview, to use selector cards to determine the purchasing influence of respondents, and to use a basic sampling plan which would be a systematic selection from the publication's subscription list. By using this qualifying kit the Continuing Study of Business Papers establishes proof of reading and in the same interview uses the regular recognition method to measure the readership of individual items.

Each interviewed person who claims to be a reader is shown a qualifying kit containing ten editorial items from the surveyed issue and ten editorial items which have never been published. The respondent is then asked to identify the items he remembers having seen. After completion of this preliminary examination, the respondent is shown an interviewing copy of the surveyed issue and asked to point out the editorial items and advertisements which he remembers having seen or read.

Tabulations are based on the responses of only those claimed readers who were able to identify more of the published items than the unpublished items in the qualifying kit examination.

Sampling

The basic sampling plan for this study on Chemical Engineering was a random selection of interviewing areas within which subscriber names were systematically chosen from the publication's circulation list and was, in effect, a probability sample.

Issue Selection

The March 1950 issue of Chemical Engineering, published monthly by McGraw-Hill Publishing Company, Inc., was selected as the representative of the business papers serving the Chemical Process Industries and audited by the Audit Bureau of Circulations. Total net paid averaged 35,053 for the six-month period ending December 31, 1949. This issue contained 406 pages, of which 161 (exclusive of front cover) were measured for this study. The "scaled down" copy used for readership interviews contained approximately the same proportion of advertising and editorial matter as the complete publication. This report is based on 330 interviews made six to eight weeks after date of publication.

ADVERTISING RESEARCH FOUNDATION


tells you the facts about *Chemical Engineering* Readership

A 192-page report on the March issue of *Chemical Engineering* reproduces editorial and advertising pages . . . shows you the readership of articles, advertisements, headlines, pictures, and text. It analyzes the subscriber . . . his reading habits, his job classification . . . his influence on purchases . . . his specification of products and services by brand name.

CHEMICAL ENGINEERING

selects for you highlights from the A.R.F. Report

A 12-page digest showing you nine best-read ads, seven best-read editorial items, the value of color and position, and salient facts about subscribers to *Chemical Engineering* is available free upon request.

 *Chemical Engineering*
WITH CHEM & MET

A McGraw-Hill Publication • 330 West 42nd Street, New York 18, N. Y.

Business Manager, Chemical Engineering, 330 West 42nd St., N. Y. 18, N. Y.

Please send me your 12-page report "Brief Summary for Industrial Advertisers of the Advertising Research Foundation's 192-page study proving Chemical Engineering readership."

Name.....Title.....

Company.....

Street.....

City.....Zone.....State.....



This is the V. P.
in Charge of Sales, who
was deluged with orders
when his product story
was told to 1,000,000*
MEN who read and own
The Elks Magazine.

*Dec. 1949 ABC statement—
928,010 circulation—a substantial
bonus over guaranteed 850,000
on which current rates are based.

The
Elks
MAGAZINE
New York • Chicago • Detroit
Los Angeles • Seattle

YOU'LL SELL IT...
IF YOU TELL IT IN

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES
Owners and operators of Station WHAS and Station WHAS-TV
337,851 DAILY • 265,610 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

The Scratch Pad

By T. HARRY THOMPSON

On the brink of another Thanksgiving Day, Americans have reason to remember many special blessings, as always. Including the Marine Corps and MacArthur.

"A handful of common sense is worth a bushel of learning."—*Nuggets of Gold.*

Watch That Antecedent Dep't: "If you are one of the many who wants above everything else, etc."—*Capehart Phonograph.*

"Why has Macintosh taken America by storm?"—headline. Let me guess. Beacuse it's a storm-coat?

Among all the news that's fit to print in its regular issue of January 2, *The New York Times* will publish its annual Review and Forecast of U.S. Business, Industry & Finance. Next day, *The Times International Trade Supplement*. Theme of the former: "Industry Mobilized at Peak Levels." Of the latter: "World Trade: Key to World Recovery."

Harry Mullinix telephoned an account-exec of a New York agency handling one of the antihistamines, only to be told the man was "out with a cold." Harry writes: "This slays me!"

Marshall Pickett tells me about the Indian who refused the offer of a job with: "White man invent work. Let him keep it."

Rodale Press, Emmaus, Pa., publisher of *The Word Bank*, sends me a direct-mail piece headed: "Stop groping for words!" Who, me?

"Advertising copy-man, with vision & experience only in agency procedure & media. Write P-25 Inquirer." And be as sloppy as you like in your spelling.

Bill Newbery, of Detroit's Detroit Corporation, and Ken Taylor, also of Detroit, tell me there's a restaurant in their town with this sign: "Eat Here, Diet Home."

I liked the *Time* promotion, "The Private Papers of Time-Subscriber Families," issued in a billfold time with the familiar blue string. The boys went to no end of trouble to include a facsimile deed to real property, a safe-deposit-box key, a bank book, a blank check, a list of insurance-assets, a list of stocks & bonds, a diploma, a membership-card, and a calling-card.

HEADLINE PARADE

Okonite, too, has switched to culverts.—Article in "Electrical World" spotted by W. G. Wright.

Sunrise Serenade. — *Marathon Packaging.*

Out of the mouths of brides.—*Fels-Naptha Soap.*

The shirt you wouldn't give off your back.—*Simtex.*

If a blacksmith shoes the horse, wonders Jack Lutz, who shoos the horse-flies?

The World Series reminded me that music-lovers, too, are interested in a Bach score.

No, Tessie; history didn't say that Achilles was a heel.

The Mrs. says a bunion shouldn't happen to a "dog."

In some circles, it's considered sabotage to make a highball with ginger ale.

In the cosmic colander, foreign relations are often strained relations.

SALES MANAGEMENT

puts Buy in their eye



"Sight Seller" THE BRAND-NEW DISPLAY BINDER WITH THE BUILT-IN EASEL

Here's "Sight-Seller", the simple, economical way to put your ideas into presentation form. It makes page changing easy... lets you interleave printed matter with illustrations... all protected by strong acetate envelopes.

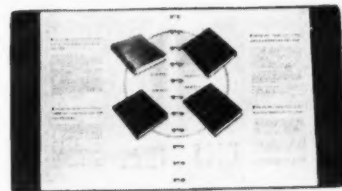
There's no punching, no trimming. Full 11 x 8½ pages slip into place easily. And the easel pops right up at the flip of a finger. No set-up time, no snaps or fold-overs.

Too, "Sight-Seller" can be used to provide a safe, convenient place for permanent records, reports and analyses. Standard holes with one-inch ring spacing let you assemble sheets of any size or weight at will.

If your need is for a high-quality, low cost binder to do the important job of presenting your product or services to your clients... *in the best way possible*... you will want to see "Sight-Seller".

Just write to Management Controls Library, Room 1525, 315 Fourth Ave., New York 10, N. Y. Ask for "Sales at First Sight," Folder LL-191.

Copyright 1950 by Remington Rand Inc.



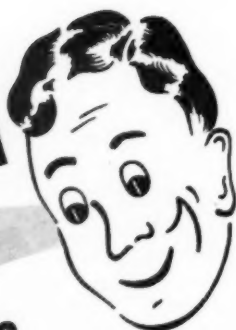
1. "Sight-Seller" can sit up and take orders, or lie as flat as this _____! It's a Remington Rand Ring-Slide binder that opens easily, *stays* open.



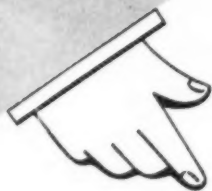
2. Clear acetate envelopes protect your display material with clearance to insert full-size 11x8½ pages **WITHOUT PUNCHING!**

Remington Rand THE FIRST NAME IN BUSINESS SYSTEMS

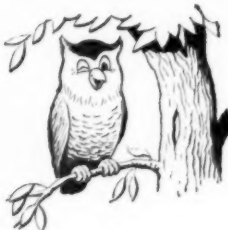
IT'S A WISE MAN who invests in dealer signs



He appreciates that five times as many people know where to buy nationally advertised products when advertised at point-of-purchase by dealer signs... that national advertising thus becomes five times as effective**. He furthermore knows that dealer signs increase sales by 14.6%**.



**HE'S
WISER
STILL**



when he goes to Artkraft* for his dealer signs, because he knows that Artkraft* dealer signs are 999/1000 perfect**; that a sign of Artkraft* quality establishes customer confidence... builds sales!

Do as America's outstanding merchandisers... go to Artkraft* for unprejudiced, authoritative advice. Our engineering staff will prepare for you without obligation, a color sketch of a distinctive sign that exactly fits your needs.

**Proved by certified research.

SIGNS *
OF
LONG
LIFE



Artkraft* SIGN COMPANY

DIVISION OF ARTKRAFT* MANUFACTURING CORP.
1137 E. KIBBY ST. LIMA, OHIO

Please send, without obligation, details on Artkraft* signs.

☐ We are interested in a quantity of outdoor neon dealer signs.

☐ We are interested in a quantity of Porcel-M-Bos'd store front signs.

☐ Please send instructions on how to set up a successful dealer sign program.

NAME _____

FIRM _____

STREET _____

CITY & STATE _____

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

*Trademark Reg. U. S. Pat. Off.

Stock cars, come to think of it aren't restricted to the financial district.

My favorite cigar, the Radford Colonel, has what comedians are always saying they don't need. It says so right on the box-lid: "Hole in head."

MISS AMERICA: What we would in any other country.

"The yashmak, or Turkish veil, would be a boon to those whose false teeth are most comfortable when left in a bureau-drawer."—*The Evening Bulletin*, Philadelphia.

Fortune says industry's performance in selling the free-enterprise system "isn't worth a damn." Wonder what kind of copy industry used in Australia and New Zealand?

Refrigeration note: It wasn't until the cold war turned hot that we talked about a pay-freeze.

"To people who want to write but can't get started," says an ad for the Newspaper Institute. That includes all us scribblers at times.

War is also blood, toil, sweat, and profiteers.

A painter is the only guy who can give Father Time the brush-off.

Thieves in Cherokee, Iowa, pinched a new sedan from a showroom. They probably tired of waiting for routine delivery.

As any father of the bride could tell you, the high cost of loving is a shocker, too.

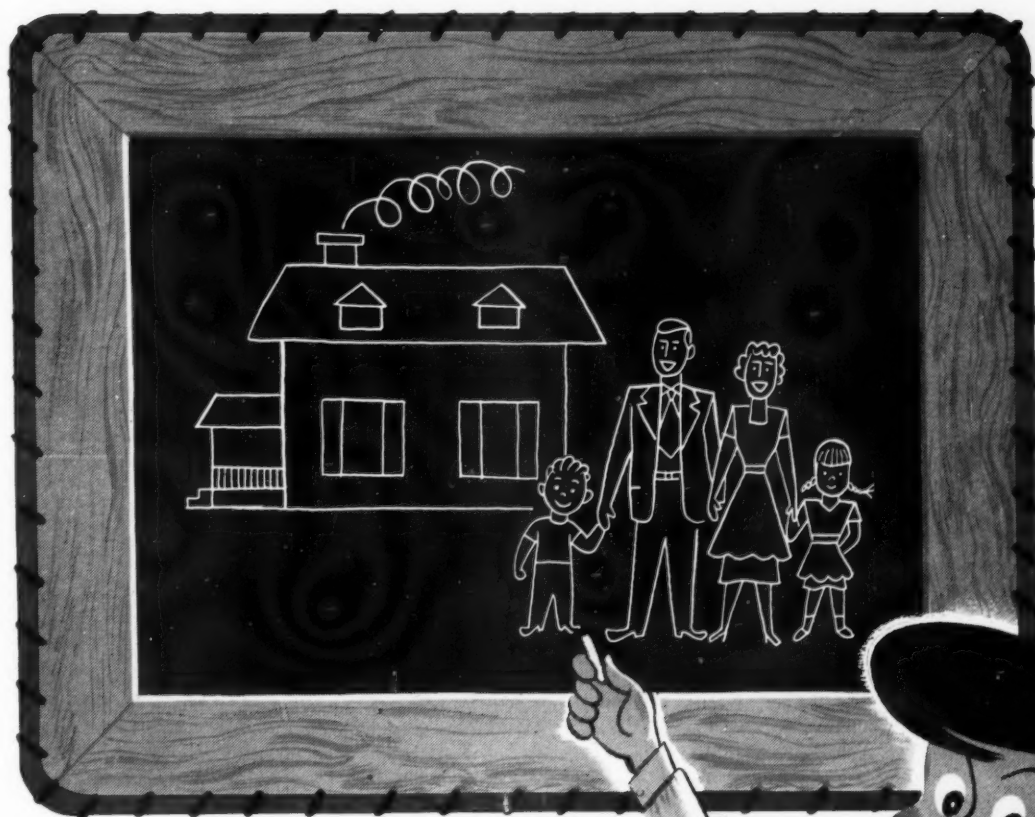
"New opinions are always suspected and usually opposed, for no other reason than because they are not already common."—*John Locke*.

Along the same line, Ralph Waldo Emerson said that the only sin which we never forgive in each other is difference of opinion.

"Film Censors Lose TV Appeal"—headline. Most of the films I have seen on TV are more to be pitied than censored.

SALES MANAGEMENT

Household chalks up 76% home owners!



MODERN HOMES—new building far above U. S. average

FAMILY HOMES—average 3.7 persons

ACTIVE HOMES—93% have gardens

HOME TOWN HOMES—82% in towns of 25,000 or less

...that's where

HOUSEHOLD HITS HOME!

... hits home families with the one thing they want most: *home editorial* • Food • Gardens • Work savers • Building and remodeling • Child care.

That's **HOUSEHOLD**, cover to cover—*home editorial* for *home* families, con-

centrated in the *home* towns of America!

Learn more about the families, the homes, and the home equipment in this best of all home markets.

Write for the brand new study, **READERS**—*family style*.

HOUSEHOLD Magazine

Capper Publications, Inc.

Topeka, Kansas

NOVEMBER 20, 1950

Why E. L. Bruce Company has used Sweet's service 29 years

I KNOW of only three ways by which our catalogs can be distributed to architects, contractors and builders:

1. Personal distribution by representatives, distributors or dealers
2. Direct mail
3. Sweet's Files

"The first method, at best, is incomplete and very wasteful. No one in the building industry

has a sales organization that can handle this job.

"Direct mail is also expensive and involves the impossible task of trying to prepare and maintain rapidly changing lists. Then, too, catalogs distributed by mail or in person are seldom filed where they can be located when needed.

"We find Sweet's Files the only adequate, efficient and economical means of *being positive* that information on Bruce Products is placed

Here's the way
Sweet's Catalog Service
works for you:

catalog design

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and

to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

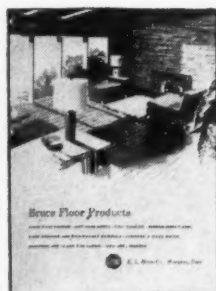
catalog production

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and

distribution, in which case charges are lower than those for the complete service.

catalog distribution

When your catalog is distributed by Sweet's, it is delivered to prospects of top-rank buying power in the markets of interest to you. Sweet's spends more than \$200,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users, this is the most effective method of getting catalogs used by prospective customers.



Sweet's distributes
42,000 copies of this
12-page Bruce catalog
to architects,
contractors and builders.



(and kept) in the hands of all important buying
and specifying factors. This explains why E. L.
Bruce Co. has used Sweet's Service every year
for the past 29 years."

Harvey Creech, *Advertising Manager*
E. L. BRUCE CO.

Sweet's catalog service

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40th STREET, NEW YORK 18, N. Y.

Gets the right information to the right people at the right time.

Sweet's Service can distribute your catalog to any or all these seven markets: Product
Designers, Mechanical Industries, Process Industries, Power Plants, General Building
Market, Heavy Construction Market, and Light Construction Market.

Sweet's handles
more catalogs than
any other organization
—in 1950 over
35,000,000 copies for
1,148 manufacturers.



**Look
at
the
Record...**

**and
you'll
use...**

**Architectural
Record** published by

F.W. DODGE



119 West 40th St.
New York 18, N.Y.
LONGacre 3-0700

Model House, Seattle, first presented
to architects and engineers in Archi-
tectural Record.

Architects: Lawrence & Hazen, Seattle
Photographer: Chas. R. Pearson

"workbook
of the
architect-engineer"



first in architect and engineer circulation

first in preference among architects and engineers

✓ **first** in number of advertisers and volume of advertising

first in architects and engineers reached per dollar

✓ **FIRST** in number of advertisers and volume of advertising.

Year after year, more advertisers have placed more pages of advertising in Architectural Record than in any other architectural magazine. This recognition by building products advertisers is no accident.

Three-fourths of all building is architect-engineer planned. And Architectural Record's readers are currently responsible for more than 80 per cent of all architect-engineer-designed building. No wonder advertisers are placing more pages in Architectural Record than they have in any architectural magazine in the last 20 years.

Start your program for 1951 by making Architectural Record the "pivot paper" on your building products lists. We'll be glad to supply you with any details you need to help your planning. Just call the nearest Record office.

log covers are "classics", having the beauty and durability that inspire frequent — and profitable — use of your catalog.

No other method of advertising has the Terrific Order Power of a good catalog. It commands T-O-P readership at the very moment buying decisions are made. From cover to contents, your catalog should represent your strongest sales promotion effort.

Many of industry's TOP catalogs have Heinn Protecto-Process loose leaf covers. Protecto-Process cata-

your catalog
GETS
T-O-P
READERSHIP



THE HEINN COMPANY
326 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN



WASHINGTON

Bulletin Board

DEFENSE

In handling Defense Orders, the following is especially important to sellers:

Every order gets the now familiar "DO" rating; "DO" means that it's a Defense Order. It may happen that a company doing Defense work, can't find the materials. Its contract cites penalties for failure to deliver. Normally, the contract will not except failure caused by lack of material.

The company is advised to go at once to the Procurement officer, saying what the trouble is. Ordinarily, the Procurement officer will forgive the failure; it's happening all the time. If he refuses and the company has a good case, it should appeal to the chairman of the Munitions Board.

A company in that situation will be questioned. Question No. 1: Did you try to buy from your usual supplier? If you did, you probably won't be penalized. If, on the other hand, you didn't go to the usual supplier but applied the DO rating elsewhere, the Board will suspect you of trying to build up a secret inventory. It will probably penalize.

Questions of this type come up all the time. The contract forms may be changed a bit to cover these cases.

► DO ratings are now in use for practically every kind of material, not just for the few important scarce ones, as at first.

Industries complain that priority orders go to just a few companies, with the others allowed to do their usual civilian business. They are requesting NPA to draft new rules, letting overburdened companies refuse rated orders. There's such a rule for steel; there probably will be several for important chemicals.

► Government agencies working for the Defense Department, like private contractors, are allowed to rate their purchase orders.

CONGRESS

► It's an excess profits tax that will be discussed and accented at hearings the House Ways and Means Committee soon will open. A draft letter by the Committee staff asked witnesses to talk only about kinds of excess profits taxes, not about the merits or demerits of the general idea.

If there's such a tax, what is to be done about institutional advertising? The Committee wants to limit the amount that may be deducted. Probably it will ask for testimony on how that can be done.

The problem, clearly, is one of definition. A company that has been squeezed out of the civilian market and is doing Defense work can't let people forget its brands, their names and how their trade-marks look. Perhaps it must advertise its dealers. How can such ads be distinguished from others that are published only because it's become so cheap? Is there some total or percentage that divides necessary and extravagant outlays? Evidently, the testimony of sales managers will be needed.

WHITE HOUSE

► Top Government men are saying the same thing about price controls: that they hate them. There's so little variation in what and the way it's said as to suggest a line. Meanwhile, you find men at work on how to do it—interviewing prospective OPA chiefs, timing possible controls, etc. It may be that the Administration intends to put off controls until the Congress has passed other deflation laws, particularly raising taxes. Otherwise, congressmen might hesitate, suggesting to wait and see how the price curbs work.

It's intended, at present, to impose controls on basic materials before consumer products are touched. Among food items red meat will be

SALES MANAGEMENT

"Briefing" the sales force on the use of ACB newspaper research reports



Tell your sales staff how ACB Reports give them an equal footing in discussing local promotion with their dealers

Some successful merchandisers are devoting a period of their sales meeting to telling the field sales force how ACB Research Services are being used to make the salesman's work more efficient. He is shown how ACB Research Reports enable him to walk into a dealer's store armed with indisputable facts about which even the dealer may be unaware!

Yes, the story of ACB services is a *great* story for your sales staff... how it saves time... spots trouble... saves snap judgments... gives the salesman a sharply-focused picture of what promotions are going on in each city in his territory—your own and competitive dealers.

ACB reads every daily and Sunday newspaper published in the U. S. and renders service to several hundred national advertisers and advertising agencies. The service is complete and accurate and the cost is moderate.

SEND FOR FREE ACB CATALOG!

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), 538 South Clark Street

NEW YORK (16), 79 Madison Ave. • SAN FRANCISCO (5), 16 First St.

MEMPHIS (3), 161 Jefferson Ave.

ACB

The

**ADVERTISING
CHECKING BUREAU
INC.**



Starch Readership Survey

proves that **EBONY** readers
have money to spend!

- 28% of Ebony's readers earn more than \$4,000 a year
- 36.2% own their own homes
- 41% own new cars; 22.3% own television sets
- 27% have been to college

get the facts!



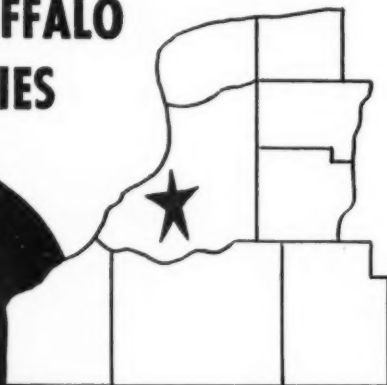
Johnson Publishing Company, Inc.

PUBLISHERS OF EBONY • NEGRO DIGEST • TAN CONFESSIONS
1820 S. MICHIGAN AVE., CHICAGO • 55 W. 42nd ST., NEW YORK • 427 W. 5th ST., LOS ANGELES

When you think of **BUFFALO**
Think of **8 COUNTIES**

**1,400,000
PEOPLE**

Best Sold Through
**BUFFALO'S
LARGEST NEWSPAPER**
284,000*
Sunday Circulation and
Still Growing



● When you use the Sunday Courier Express to sell Buffalo, you also sell all 8 Western New York Counties profitably and economically...for this great Sunday paper offers the best coverage to blanket the 17 communities with over 10,000 population and the rest of this rich market.

It Gets Results

BECAUSE

It Gets Read Thoroughly



*ABC Audit 9/30/49

controlled before other things: Presumably, with incomes going up, the increase in demand will be greater.

NPA

► When it first appeared that civilian use of aluminum would have to be cut 30 to 40%, NPA played with the idea of stopping or limiting the production of specified wares. Manufacturers protested loudly. It was decided instead to cut back the total civilian use of essential materials.

People aren't satisfied with this method either. For instance, makers of auto components are worried that they'll get too small a share. They forecast a big decline in auto output, which they base on curtailed manufacture of components. Also, they say, it will be harder to buy spare parts.

CENSUS

Preliminary releases giving Business Census returns, scheduled to start in January, will cover these groups: food; eating and drinking places; general merchandising; apparel; furniture, furnishings, appliances; auto supply and gas stations; drug; miscellaneous.

Each release, whatever the line, will carry these tables:

1. Sales for the U. S. for various merchandise lines.
2. Sales by line for geographical areas.
3. Sales by line for large stores and selected small stores.
4. For large stores, sales by line, metropolitan area by area.

The release covering food retailers will contain separate tables for bakery products. These will cover the United States and geographical areas. There will be similar tables, plus figures for metropolitan areas, covering sales of new and used cars and trucks.

For wholesale trade the following are expected:

1. Wholesale volume by commodity lines for the United States.
2. Sales by merchant wholesalers, broken down by geographical area and by kind of business.
3. Sales by manufacturers' branches, along with inventories, broken down in the same way.
4. Sales by bulk petroleum stations by geographical area.
5. Like tables for assemblers of farm products.
6. State and county breakdown of sales by bulk petroleum stations, divided as to kind of fuel.
7. Petroleum station and terminal storage capacity and dollar investment.



The great majority of subscribers to U.S. NEWS & WORLD REPORT are men actively engaged in all kinds of businesses and industries . . . They influence the specifying and purchasing of products whose value runs into the billions . . . In a word they are Very Important People.

More than 78 per cent of "USN&WR" subscribers are in business—occupying important positions such as—

V I P

Presidents
Board Chairmen
Directors
Owners & Partners
Vice Presidents
General Managers
Secretary-Treasurers
Superintendents
Production Managers
Traffic Managers
Purchasing Agents
Engineers
Research Directors
Comptrollers
Sales Managers
Branch Managers
Advertising Managers
Business Advisors
and Consultants

are

Very Important Purchasers

U.S. NEWS & WORLD REPORT is the only major weekly which has doubled its circulation since 1945 . . . Net paid is now in excess of 400,000 intelligent, well-to-do people—active in business, industry, government, and civic leadership . . . Advertising rates still are based on a guarantee of 350,000 . . . Bonus, presently delivered, in excess of 50,000.

U. S. News & World Report

WASHINGTON

★ *USEFUL NEWS FOR IMPORTANT PEOPLE* ★ **400,000**

★ *Read for a purpose—by more than 1,000,000 intelligent men and women in 35,000 homes* ★

NOVEMBER 20, 1950

WORLD'S FINEST, MOST ECONOMICAL INDUSTRIAL COMMUNICATION SYSTEM

FREE—4 Useful Booklets for Industrial Executives



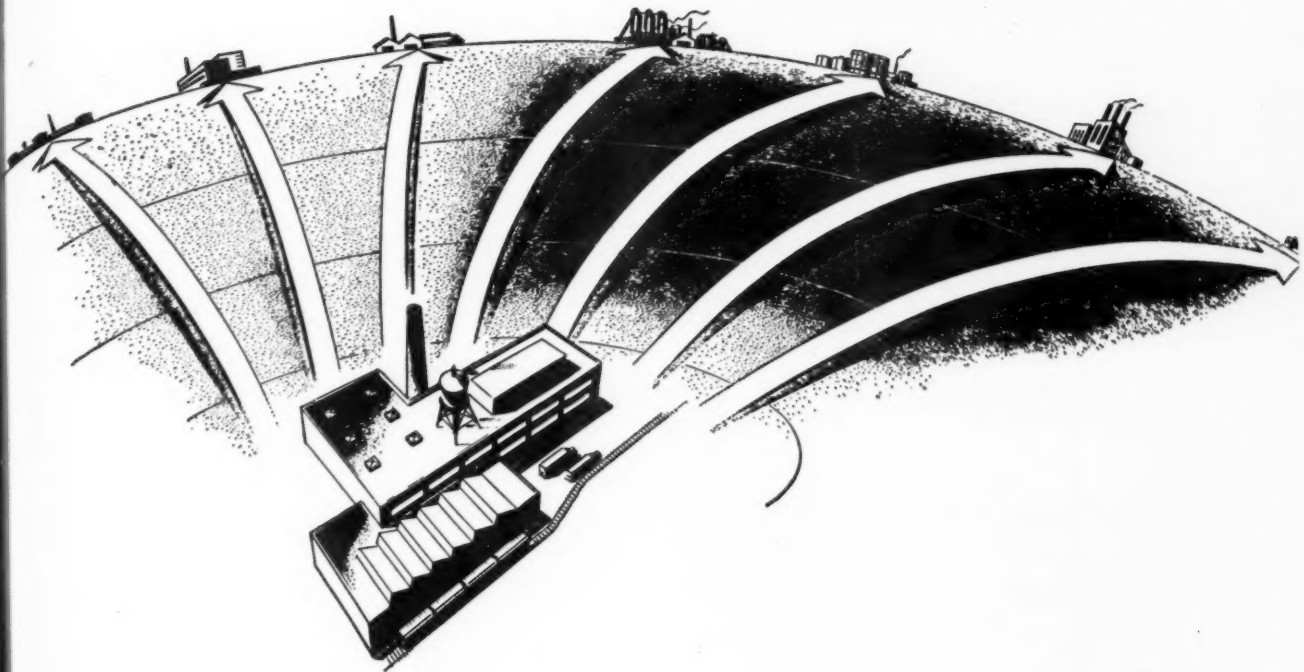
1. "How Industrial Advertising Meets the Demands of Top Management" and

2. "How Industrial Advertising Helps Make Sales"—Each describes 10 performance-facts reports from the advertising-sales records of such companies as E. I. du Pont de Nemours & Co., General Electric Company, Hercules Powder Company, Westinghouse Electric Corporation, Koppers Co., Inc., Standard Conveyor Co. Each tells how a sales situation was analyzed—how advertising was used in these situations, and what results were obtained.

3. "Copy That Clicks"—This is not just about advertising copy. Contains 20 examples that will give you a new viewpoint on advertising objectives; will help your advertising people do a better job.

4. "Mechanized Selling at Work"—Prepared for executives who would like to apply the same concrete, mathematical principles of efficient product production to the improved efficiency of order production.

Write to National Industrial Advertisers Association, 1776 Broadway, New York 19, N. Y. for these useful booklets. They're free.



...are you making the most of it?

That's all industrial advertising is, when you come down to it—an efficient, high speed, *low cost* means of telling busy, hard-to-get-at people in industry the things about your products or services you wish you could tell them person-to-person.

And don't let anybody tell you that your customers and prospects are not eager for this information—that they get too much of it already from your competitors. They want it, depend on it to do their jobs and earn their pay. They're actively looking for products and services that will help them to turn out better work and more of it at lower cost. They simply cannot do without the information that is industrial advertising.

- Are they doing without it in the case of *your* products or services?
- Are your prospects getting too little information too late?
- Are you telling the story only to that limited portion of companies and individuals-per-company that can be reached slowly and at high cost per call by salesmen?

Better take another look at the industrial advertising communications system and how well you're using it.

* * * *

• This message—one of a series by members of the National Industrial Advertisers Association—is published by SALES MANAGEMENT to create a wider understanding of industrial advertising and the contribution it is making to American industry.

Technical Advertising Association, Boston



A CHAPTER OF THE NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

A national organization, comprised of 3,500 members of the 34 local associations of industrial advertising and sales executives—dedicated to greater efficiency in industrial distribution—and lower sales cost.

FACTS YOU AND YOUR SALES STAFF NEED TO KNOW

ABOUT

YOUR MIDWEST SALES POTENTIAL!



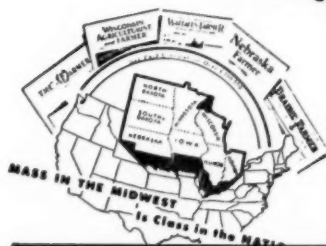
GET YOUR SHARE! You and your sales organization will fully appreciate the opportunity the Midwest offers when you get the facts on the amazing sales potential of this rich eight-state farm market.

What the 1,183,493 subscribers of the five Midwest Farm Papers intend to buy is a matter of record. They tell you themselves. The "Buying Intentions" brochure is available to you now for planning your 1951 advertising-selling campaign. Use it to get your share of the Midwest farm dollar.

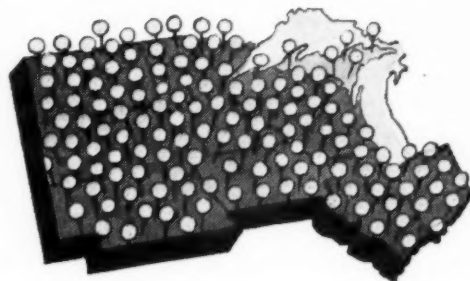
WHY THE "UNIT" IS YOUR BEST BUY! Advance information on *what* and *how much* Midwest farmers intend to buy comes to you through the publications they turn to first for information on *what brand* and *where* to buy. The best way to sell them, naturally, is to concentrate your advertising in their local farm papers. (Asked in a recent survey to name the one among all farm publications they would take if they could take only one, "Unit" farm papers were a better than 3-to-1 choice over any of the national farm magazines.)

1951 BUYING INTENTIONS

OF
1,183,493 SUBSCRIBERS OF
MIDWEST FARM PAPERS
WITHIN THE 8 MIDWEST STATES



MIDWEST
CHICAGO 2
1951



MAP OUT YOUR SALES CAMPAIGN WITH A QUOTA BREAKDOWN FOR EACH SALESMAN'S TERRITORY

You can get right down to business with your salesmen and jobbers when you are equipped with facts contained in the "1951 Buying Intentions" brochure. More than 240 items in eight major sales categories are listed for the eight Midwest states. Breakdowns of these figures, state-by-state and county-by-county, also are available to give you an accurate picture of the potential for each sales territory.

YOUR MIDWEST MARKET...



MIDWEST Farm Paper UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER

Midwest offices at: 250 Park Ave., New York; 59 E. Madison St., Chicago; 542 New Center Bldg., Detroit; Russ Bldg., San Francisco; 1324 Wilshire Blvd., Los Angeles.

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the period ending November 20, 1950

HISTORY IS REPEATING ITSELF

Back in 1939 when the Germans invaded Poland, there was a tremendous upsurge in buying, with speculative goods advancing sharply and manufactured goods following at a slower pace.

But within a couple of months the buying wave petered out; a peak was reached in both volume and prices, which was not to be exceeded for a considerable period.

Most people said, as you will remember, that it was a "phony war," a complete false alarm.

This summer we had a similar spurt and now we have another letdown.

Will the letdown be serious? It won't if the Defense program is carried through—and we think it *will* be carried through. If, on the other hand, we should see a vista of peace through the ominous clouds which now surround us, it would require herculean effort to escape a setback of major proportions.

What doesn't seem to be generally realized is that it takes a long time for the Government and business to get together on the execution of war and preparedness orders. The budget was set up in a jiffy, but action is delayed and consequently the economy is not getting the spurt of defense orders which will characterize 1951.

WHO SAID THIS?

"While it is true that distribution and advertising costs are ultimately paid by the consumer, I believe that advertising has increased competition, competition has lowered prices, lower prices have increased consumption, increased consumption has increased employment and national income to bring America the high standards we have today."

One of the 5 men mentioned below made this statement recently. Decide in your own mind which one was the most-likely author, then turn to the bottom of the next page for the answer.

President of the N.A.M.

Paul Hoffman

Herbert Hoover

"Red" Motley

President, Utility Workers Union, C.I.O.

The pre-Korea military budget (men, materials, veterans) was \$15 billion. At present it is \$25 billion, and for the fiscal year of 1951-52 it will be \$40 billion.

In terms of actual spending (according to current best guesses compiled by the International Statistical Bureau) the monthly rate at present is \$1½ billion, will be 2 billion in the first quarter of 1951, 2½ billion in the second quarter and 3 billion in the third quarter.

A survey just made among 280 manufacturing companies by the editor of *Mill & Factory* magazine indicates that 91% expect that business in 1951 will be as good as, or better than, it has been in 1950; 81% expect to do some government business and 77% believe that they will have to curtail some of their normal civilian goods production in 1951.

Sixty-two percent believe that the President should use his control powers to stabilize wages and prices now—and if a hot tip we have at the moment comes true the President will have taken action before this issue of SALES MANAGEMENT reaches you.

THE NOSE COUNT

Final official figures put the 1950 U.S. population at 150,697,361, an increase of 14.5% or 19,028,086 people since the 1940 Census.

During the 10-year period marketing executives have not been unaware of the changes going on, but both the magnitude of change and the relative rate of change show up in Congressional reapportionment more strikingly than they have been reflected in year-to-year sales figures.

Since the number of seats in the House of Representatives remains constant, there is a readjustment every 10 years of the number of Congressmen to which each state is entitled. A state may gain in population and yet lose one or more representatives if its rate of gain is not as great as for the United States as a whole.

For the coming 10 years California gains seven seats, Florida two and one each for Maryland, Michigan, Texas, Virginia and Washington.

Pennsylvania loses three seats; Missouri, Oklahoma and New York two; and one each for Arkansas, Illinois, Kentucky, Mississippi and Tennessee.

GENERAL ELECTRIC'S NEW CUSTOMER

General Electric is trying an experiment in Herrin, Ill., which might conceivably be extended to many other communities—and one which might be followed by manufacturers in certain other lines.

Out in Herrin, according to the mayor, the city can't afford a regular garbage collection and the individual disposition of garbage is so irregular as to be a disgrace to the city. "Overloaded garbage cans are a target for stray dogs, cats and rodents and in hot weather are just a breeding place for flies."

General Electric has offered a solution by selling its garbage disposal unit to the city for resale to householders at a special price of \$99.50 installed. The regular retail price is \$124.95 plus installation.

This city of 10,000 people has a brand new \$300,000 sewage disposal plant and the mayor plans to make maximum use of it. The disposers are on sale in the Water Department office and the initial business was brisk. All transactions are between the city and the individual householder and financing can be either on a cash or credit basis.

Local tradespeople are at least partially protected under this deal. The city buys the disposers through General Electric Appliances, Inc., St. Louis distributor, while the White Electric Co., the G-E dealer in Herrin, will handle the installation and servicing and the McNeil Plumbing Co. will make the plumbing installation.

HOW'S YOUR OWN INCOME?

The National Industrial Conference Board made an interesting study of personal income and purchasing power, with emphasis on what's left after taxes and inflation, 1940 and 1950.

A man with a \$10,000 income, with a wife and two children, paid \$440 in taxes of the \$10,000 income in 1940, and had \$9,560 left. Today, in order to equal his 1940 purchasing power, he would have to have an income of \$19,801, since \$4,056 would be grabbed off in taxes and \$6,185 would be lost from depreciation of the dollar.

For other income classifications the comparative figures are: \$3,000 and \$5,440; \$5,000 and \$9,356; \$25,000 and \$59,016.

AN ENGLISH "TOUGHEST SALE"

On page 80 of this issue readers will find a "Toughest Sale" by E. C. Lee, general manager of Arthur Sanderson & Sons, Ltd., of Berners Street, London, who is one of the most interesting personages the American sales team met during the British visit last spring. Over there selling has not attained the stature it has here, and very few sales executives are on the board of directors of their companies. Mr. Lee is an outstanding exception.

In recent letters Mr. Lee has had some interesting comments about the sale of British goods in the American market. On June 2 in a letter to Red Motley he wrote:

"My Chairman (or, as you would say, 'My President') has just returned from a fortnight's trip to the U.S.A. with some new patterns of our fabrics. We make wallpaper, paint and printed fabrics. He succeeded in secur-

Answer to question on page 35: Joseph Fisher, president, Utility Workers Union, C.I.O.

FINANCIAL POSITION OF U.S. FARMERS



SOURCE: FEDERAL RESERVE BOARD

GRAPHIC BY PICK-S, N. Y.

ing enough business to keep us fully extended for the next six months so the British market will have to wait that time longer before we can sell here.

"On the wallpaper side, too, we are not doing too badly. We have just touched 1/4-million this year but could do better if your people did not mark them up so high. Ordinarily the markup is 2 1/2 times on your own manufactures but they mark ours up 4 1/2 times, on the assumption that if the public want British goods they will pay for them. It makes it difficult in a competitive market but good fun."

But he underestimated the power of the American market to absorb high-price merchandise, and on September 12 he wrote me:

"You will be glad to know that the orders now arriving from America for the patterns in our new Wallpaper set, produced a month or two ago, are treble those received last year, so that in spite of the 'markup' it seems that the quality and design of our goods are appreciated by the American public. We are proud of the fact that we have been able to enter a very competitive market and keep there."

In that same letter he states:

"I must congratulate you on the interesting articles you so consistently include in SALES MANAGEMENT. I am always eager to read the copies which our good friend* sends me, and following the Conference I was particularly interested in the report you made of your experiences here.

"There is no doubt the Pilgrim Fathers did a good job of work when they settled in America and took the English language to that Continent; otherwise, you might be speaking Spanish and I should not understand a word of what you wrote. It is strange how nature has to be cruel sometimes to achieve its ends. I do not suppose anything but persecution would have persuaded the Pilgrim Fathers to leave these shores at that time."

*Hector Lazo of Sunshine Biscuits.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Your Post-Korea Sales Force: Is Now the Time To Plan It?

Based on an interview by Elsa Gidlow with

COLONEL WILLIAM HART

General Personnel Supervisor, Crown-Zellerbach Corp.

Where does the salesman stand in the face of mobilization?

What about replacements for salesmen likely to be taken by the Armed Forces, or drafted to "more essential" employment?

Should we employ and train as candidates for selling, men of military age?

If we do not, where is our postwar sales staff coming from?

What about re-employment of veterans?

Looking ahead, how can we plan for an adequate sales force for the time when distribution and selling are normal again?

These and related questions are troubling the sales manager. He remembers the terrific scramble to rebuild an effective sales force following World War II. He foresees problems as great—perhaps greater than—those which confronted him then. He is trying to plan this time to look ahead, to avoid being caught in the machinery of a competitive market with nothing to work with. How should he go about it?

One company that has benefited from the experience of the last mobilization and demobilization is the Crown-Zellerbach Corp., San Francisco. It has a manpower plan—not fully worked out as yet but with an outline firmly drawn—which is calculated (1) to show at a glance where the company now stands in respect to military and national defense demands on its personnel; (2) to provide as far as possible for replacements; (3) to make possible preparation in advance for a normal postwar staff, including re-employment of men who will be, by that time, returned veterans.

SM had a preview of the Crown-Zellerbach plan, under the guidance of Colonel William Hart who is the firm's general personnel supervisor. It is comprehensive, covering the entire operation of this large paper-producing and distributive organiza-

tion operating west of the Mississippi. While describing the plan's general application, we shall examine it mainly from the sales viewpoint.

To begin with, Colonel Hart points out, the sales manager and his company may as well face the fact "that salesmen, as such, probably will not be eligible for consideration for occupational deferments." Next, he emphasizes, "no deferments of any kind may be anticipated under 26, few under 36."

As a Reserve officer, and in command of the San Francisco Bay Area Reserve Selective Service training unit, Colonel Hart speaks with knowledge of the facts. He was with Selective Service from its first planning days in 1935 until the program went into effect in 1940, when he went on duty as chief of service division, as planning officer and, finally, as assistant department director of Selective Service.

All indications point to the fact that in total mobilization the nation can afford very few deferments other than for physical reasons for individuals under 35 years of age.

During the two world wars the truth emerged "that the man in the factory may serve his nation as effectively as the man behind the gun."* An industrialist assuming on the strength of this that he may obtain

deferment for any man in his employ for whom he can make a good case is likely to be disappointed. Colonel Hart believes that "a man under 36 is practically going to have to be irreplaceable to be deferred on industrial grounds." His company is proceeding on that assumption. The key to irreplaceability? "In 99 cases out of 100," says Colonel Hart, "it is experience." His company went on from there and asked: How many men at age 25 have that experience? How many at age 35?

The present Selective Service law limits the power of induction to men 19 through 25. It exempts veterans.

Crown-Zellerbach remembered, as other firms may, that during the last war more labor was lost out the back door through labor pirating, job jumpers and men running to what they thought were deferable jobs, than were lost to the Armed Forces. A labor freeze is one step to stop that sort of movement. Under a labor freeze the free flow of labor will stop. But the flow of labor does not halt completely. Men will still have to leave present jobs to fill the ranks of the new war industries. Under a freeze they will first have to seek a

*Quoted from *Economic Mobilization*, issued by the Industrial College of the Armed Forces under date of September 1, 1950, in section on Manpower.

release through channels in order to make a change.

National service is more complicated. Its main purpose is to provide a means for drafting workers from the less essential industries and sending them to more essential work.

But national service would present new problems the country never has had to face, and employers of men might be well advised to consider them even though such drastic legislation may be a long way off. For example, does a man drafted for industry have re-employment rights? If the industry draft moves him from one community to another, will his family be moved? By whom? At whose expense? If not, how will he be quartered? In the case of a union man, what will be done about the man who is drafted from a CIO job to a position where the union is A F of L?

The sales department is among the most vulnerable in the event of total mobilization. Where does the salesman stand in the face of mobilization? "I have," Colonel Hart answers, "dug into the records of World Wars I and II and into the planning studies which have been developed for future mobilizations. My research confirmed my recollection that at no time during World War I or II were sales personnel listed among the critical occupations. Further, there is no evidence that sales or distribution organizations were ever among the essential industries. The preliminary list of essential industries and critical occupations recently released by the Departments of Commerce and Labor make no mention of sales personnel or sales

organizations. Those lists today are probably as generous as they will ever be.

"It appears, our only safe premise is that sales will continue to be classed as non-essential.

"A man who is in a non-essential industry receives little consideration for occupational deferment. So, if he does not fit in Class IV for physical reasons or Class III for dependency, in effect he by-passes Class II and is right up against Class I."

With these general facts in view, Crown-Zellerbach set about making an organization-wide manpower survey in mid-July to see where it stood in relation to the draft. Its first step was to circulate a military questionnaire to every man in the company's employ.

Key Questions

Section A of the form was to be completed by all male employees. It called for basic information: name, address, age, marital status and dependency data and facts on previous military service or service in the Merchant Marine.

Section B, to be completed by employees under 46 years of age, by members of Reserve components and employees with expired commissions, called for the man's military history and status in detail.

Section C, to be completed by all employees 18 through 25 years, asked for local draft board designation and (for those 19 through 25) Selective Service classification.

Section D of the form, to be completed by each man's supervisor for those who answered sections C and

Reservists called for information on the man's present job; asked in the event of his being drafted, if a replacement would be required; whether a qualified replacement was available; the name of the replacement.

The divisions of the company made summaries by departments and sent them to the Industrial Relations Department in San Francisco where data were placed on the IBM machine. A corporate summary was achieved. The company did not follow the Selective Service System's Civilian Users' Force Analysis Sheet. It followed a system of its own. As will be seen, this set up five groups into which employees fell: National Guardsmen, Reserve Officers, Reserve Enlisted Men, Men (non-veterans, single) below 26 and above 18, and the remainder. The IBM summary showed at a glance each employee's Selective Service classification, whether a replacement will be required, whether one is available, the man's job title, division of origin, department within the division, group into which the man fits (1, 2, 3, 4, 5), his branch of service, rank, and age.

So far, the company has lost only a few of the roughly 30% in its sales group who may be in red light zone of vulnerability (under 26, not veterans and single, plus the members of the reserve).

Insofar as replacements are indicated, these are being made or planned for in two ways: (1) from their own organization; (2) by new hiring. In the first case, contraction in the sales operation will provide replacements, men who can be shifted

Hire Draft-Age Young Men—Now? Crown-Zellerbach Says "Yes"

Crown-Zellerbach believes that now is the time to train the replacements who will be needed and to lay plans for the post-mobilization organization, including sales. They realize that a young man hired today may be with them only a few months. "But that young man, because of his re-employment rights, will think of us first after he is demobilized." This company, in its normal hiring or hiring for replacement is not ruling out the young man of military age. Far from it. Remembering the close of the last war when young veterans returned, many had to be hired to restore a normal age spread, though they had no experience. Remembering also that there were several years immediately following the war when college graduates with special training, such as engineers, chemists, and marketing men were in short supply, they are making it their policy to engage young men, even though

vulnerable to the draft, so long as they are not in a "red hot category." They would not hire a man who was to be taken within a few weeks; nor, for example, as in a recent case, a young reservist trained in electronics who wanted to get into sales work. They know that men trained in electronics are in demand by the Armed Services. That ruled this man out as a sound replacement or hiring prospect for work with an extended period of training.

"But if we know there is some time ahead for training a young man of military age and putting him to work for even a short time, we will not hesitate because of his draft status."

In this way, Crown-Zellerbach is making a beginning toward planning now for its post war organization.

*See "Hire Draft-Age Salesmen—Now?", page 96 of this issue.

SELECTIVE SERVICE SYSTEM CIVILIAN USERS FORCE ANALYSIS SHEET

AGES OF LIABILITY FOR SERVICE
AND
ORDER OF SELECTION FOR MILITARY SERVICE
AGES OF LIABILITY - MILITARY OR CIVILIAN SERVICE

AGES PROBABLY TO BE LIABLE FOR MILITARY SERVICE IN AN EMERGENCY

AGES CURRENTLY LIABLE FOR MILITARY SERVICE

18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 65



ORDER OF SELECTION FOR INDUCTION

DISTRIBUTION BY AGE AND PROBABLE ORDER OF SELECTION OF MALE PERSONNEL

	TOTAL	FEMALE	MALE
Total Personnel			
Highly Specialized Scientific			
Managerial and Official			
Highly Specialized Skilled			
Skilled			
Semi-skilled			
Unskilled			
Clerical and Sales			
Service and Protective			

This analysis sheet is for the use and guidance of employers of civilian manpower in determining the possible immediate effect upon their working forces of expansion of the armed forces through Selective Service. It is designed to enable employers to set down in numbers and according to degree of skill possessed, the male personnel employed, distributed by ages and in the order of probable liability for military service. Immediate impact will fall upon the ages 25 and down through 19 in that order and in the sequence of dates of birth. These ages are liable for service now and inevitably they will be the prime source of our military manpower in any event.

In considering the situation they might face in a wider mobilization, employers should take into account the probability that liability next will fall upon the middle group above 25 years of age, and that the degree to which these men can be retained in civilian occupations will depend upon:

- (1) The extent to which men under 26 have been made available for service, and
- (2) The extent to which full utilization of males in the upper thirties and females has been achieved.

All users should clearly understand that personnel ratings and skill classifications hereon are not Selective Service classifications. They are the employer's own estimate of the individuals within his organization. Selective Service classifications will be made by the local boards, subject to appeal, upon the basis of information furnished by the employer in each individual case in which deferment is requested.

SELECTIVE SERVICE suggest this form as a starting point in analyzing your rate of loss in the draft and your replacement needs.

Crown-Zellerbach broke its analysis into five groups and tabulated them on IBM cards. (See text on this page for the complete details).

from one territory or division to another.

At this point Colonel Hart cautions the sales manager not to expect a labor freeze or national service to solve his manpower problem. Crown-Zellerbach is not counting on aid here, for these reasons: "A labor freeze might mean to the sales manager the stopping of sudden quits. It would not keep him from losing men. Because sales apparently will have a low labor priority conforming to draft status, requests from salesmen to move to more essential work probably would be honored by the clearing agency." For the same reason, national service would do little for the sales department.

What about re-employment? Crown-Zellerbach has done some hard thinking on this subject and has a fairly definite policy worked out. The heart of it is to have a thorough record on a man before he leaves for military service and, if the facts or the man's personality indicate its advisability, to have a fairly clear understanding with him as to his current and return status. Under the existing law, Colonel Hart points out, a man's re-employment rights are

confused. "The 1948 Act was drawn for a peacetime conscription program. For wartime use it needs revision."

Re-Employment Rights

At present, the law provides that any employee other than temporary who enters the Armed Forces by induction has re-employment rights for the period of his inducted service. Any such employee who enters the Armed Forces after June 24, 1948, on a first enlistment, has re-employment rights for the period of that enlistment up to three years. (Navy and Air Force now offer minimum enlistments of four years. The status of men enlisting in these services is not clear at this time.) Any non-temporary employee who enters the Armed Forces by being taken as a member of the Reserve has rights for a period of three years. The law provides for an extension of the rights of all three classes if, while a man is in service, federal regulations make it impossible for him to withdraw.

Considering the problem of the temporary employee who does not have re-employment rights if he enters service: The language on this point

is not changed much from the provisions of the 1940 Act. But, Colonel Hart points out, "the Bureau of Veterans' Re-employment Rights has set up a number of interpretations, many based on court decisions, that materially change our concept of what constitutes a temporary employee." A safe rule to work on, this interpreter believes, is that an individual who can be told or given written notice of his termination date at the time he is hired is a temporary employee. "By this rule, probationary employees are not temporary employees. Nor is a man who is employed as a replacement for one who entered service a temporary employee."

The time to think about the problems of re-employment is now. To a sales organization, Colonel Hart says: "The requirement of the new Selective Service law regarding promotions will present tremendous post-mobilization problems." Salesmen generally advance, not automatically up a seniority ladder but through performance. Who can say what results a man might have shown in two, three, or four years? But some estimate can be made by a good sales manager.



V-P: CHRISTIANITY DIVISION . .

Almost four years ago, on a bleak New England evening, the doorbell rang at Providence Central Baptist parsonage. The Rev. Dale Dutton answered. His caller: William Smith, treasurer of Bristol (R.I.) Manufacturing Corp. "I want you to resign your pastorate," said Mr. S. And when Mr. Dutton heard him out, Bristol had a clergyman as

Smith's idea was to have a company which not only made money but did *good* in the world. The only man for the job, he decided, was his old friend and clergyman. Today Dale Dutton is in charge of Christian Relations at Bristol and his work, instead of being confined to a local charge, extends across the continent. Part of it: the Benevolent Shoe Foundation, set up by William Smith and his brother to provide polio victims and amputees with single shoes at cost. Not only does the Rev. Mr. Dutton offer help and counsel to Bristol workers—and from a purely selfish point of view, it has paid off in high morale and production—he also helps people all over the country. Letters pour in, people arrive constantly, businessmen seek out Bristol for business as well as counsel. And everyone at Bristol thinks Mr. Dutton has the best job in the plant.

DOLLAR-A-DAY MAN . . . Richard H. DeMott—a gentleman of such distinguished mien that he resembles the movies' idea of an ambassador—is the new president of SKF Industries, Inc. But 35 years ago, when he took his first job, fresh out of Stevens Institute of Technology, he was paid the magnificent stipend of a dollar a day. He was an apprentice with a pump company. Then he became a draftsman, then a salesman and, finally, a power company engineer before he joined SKF in 1915. Less than a year later he was made district manager of the company's New York sales office. And in '21 he set up a department of industrial development to broaden the use of bearings in industry. Through his sales efforts he gained for bearings an unheard-of acceptance in many fields. Seems hard to believe that ball bearings were once looked on as inventions of the devil. Credit Mr. D with beating down a lot of the opposition. . . . Until his new appointment Richard DeMott has been v-p in charge of sales—a post he's held since '43. Born in Tenafly, N.J., he was the city's mayor in '31 and '32, but today he lives in Philadelphia and his hobby is his nearby farm. During World War II he was in charge of all negotiations for the building of a Government-owned plant at North Wales, Pa., where, in two years of the plant's operation, millions of bearings, including those for the super-secret bombsight, were produced.



SALES MANAGEMENT

... **BEAT THE DRUMS . . .** for brothers Richard, William and Donald Rheem. They're happily celebrating the 25th anniversary of their company—Rheem Manufacturing Co., number one steel drum manufacturer. Then turn the drum bottoms-up and see inventor Dick's (He's president.) *cause célèbre*. It's a neat solution to the problem of lithographing color schemes, trade-marks and designs on steel drums no matter what the barrel's size. Anything from a pail to a 55-gallon drum. . . . Exactly 25 years ago the three brothers, Dick, Don and Bill—sons of a Standard Oil of California president—took a shed on a weed-ridden lot in San Francisco and began to manufacture steel drums. Today the \$27-million company has eight plants, 10 foreign affiliates, makes things other than the drums: gas-fired heating equipment, automatic coal stokers, water softeners, to name a few. Bill is the older brother, Don, the quiet one, Dick is the inventor, the lively, voluble one. Pictured are Don and Dick (r.), doing a tour of the newest of Rheem's plants. With them: (far left) J. B. Gautreaux, plant production manager.



They're in the News

BY HARRY WOODWARD

THE VOICE THAT CHARMS . . . and you've probably heard it—plenty. The voice belongs to Carleton D. Smith, for whom NBC has created a new job: v-p in charge of station relations. But back to the voice: Carleton Smith was, for a dozen years, Franklin D. Roosevelt's personal announcer, became as familiar to millions of listeners as their next-door neighbor's. Despite his mellifluous and free-flowing tones, Smith is not the usual radio extrovert. Calm, unruffled, he's been, until recently, director of television operations for the network. Now he'll be in charge of station relations activities for both the radio and TV networks. Reason for the new setup: to place NBC's relations with its stations at the highest level within company organization. Carleton Smith came to NBC's New York offices after serving as general manager of its stations in Washington, D.C., from '42-'48. His service with the network began 19 years ago when it hired him as an announcer. He was born in Winterset, Iowa; and, like most radio tycoons, plays golf avidly.



Carnation's Retail Stores— They're Sales Proving Grounds

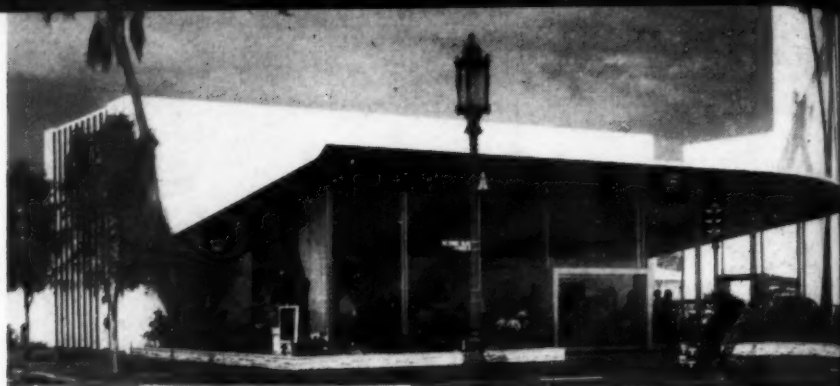
Carry-out ice cream when displayed near the display cabinet in a retail store will spur sales of more than 100 related items. Could you name three leaders? (1).

Light foods go naturally with carry-out ice creams. Pick five sandwich garnishes that spur sales. (2).

Children are desirable customers for carry-out ice cream—but they can be a problem. What single policy appeals most to them, prompts good behavior, brings repeat sales? (3).

Among the many ramifications of The Carnation Company's vast business are fresh milk and ice cream plants in California, Washington, Oregon, Arizona, Texas, Oklahoma and Iowa, where many dairy products are distributed and ice cream is supplied to soda fountains, drug stores, drive-ins, restaurants, grocery stores, super markets and other retail outlets.

To build volume for its ice cream, the company operates a dozen stores in California, Texas and Oklahoma. (4). These are called "demonstra-



MAKE MINE CHOCOLATE: Carnation's newest demonstration store lures the passing motorist for a light and tasty meal. More often than not, an extra sale is made at the cash register when he departs. This unit adjoins the Carnation headquarters in Los Angeles.



THEY LEARN BY DOING: Retailers are invited to send their salespeople into one of Carnation's demonstration stores for free training in successful fountain management, supervision, merchandising and salesmanship. Students are paired with experienced employees.

tion stores," and teach ice cream dealers and their employees the complicated business of fountain merchandising. Their basic objective is helping the dealer to increase his ice cream sales.

These company stores are of the fountain-lunch type, with parking space for drive-in customers.

They cater with light foods, fountain drinks and ice cream dishes such as sundaes, and sell both bulk and package ice cream as well as bottled milk and dairy items.

In these stores new equipment is tested, new fountain and food formulas are developed, and a host of merchandising techniques and ideas are

constantly being generated, systematized and passed along to Carnation dealers. For this purpose a monthly trade publication, *Carnation Mixer*, is distributed to dealers.

Training is flexible. Eight separate subjects are offered, with minimum time of two days each. A retailer can send one or more employees to study one or more subjects spending as much time as is possible. Fountain owners and managers may devote a couple of weeks to the whole course. It is often taken over a longer period by men and women entering business.

Training is free. Ice cream salesmen keep it before their dealers, make suggestions for using it to improve service and increase sales. The manager of the nearest demonstration store schedules trainees so that each has opportunities for personal supervision by demonstration store employees. Teaching is done on the principle that new employees learn fountain work faster when paired with old employees, therefore there are no

- (1) Chocolate syrup, toppings, cones.
- (2) Potato chips, pickle or olives, cole slaw, potato salad, sherbet.
- (3) Treat them as grownups. Always serve them in turn—they will respond with adult behavior.
- (4) Bakersfield, Fresno, Los Angeles, Oakland, Sacramento, San Bernardino, San Diego, San Jose; Beaumont, Dallas, Fort Worth; Oklahoma City.

formal classes or lessons. The employer controls his employe during training, pays transportation, board and salary. The school furnishes one free meal daily, with uniforms and badges worn by the trainee, working with store employes.

Fountain merchandising is a complicated specialty, as can be seen by the subjects taught:

1. Carry-out ice cream dispensing
2. Fountain dispensing and formulas
3. Lunch dispensing and make-up
4. Serving customers
5. Syrup and food preparation
6. Dishwashing and janitorial work
7. Records — purchasing, costs, store control
8. Ice cream merchandising

Carry-out ice cream offers splendid opportunities for increasing fountain sales, because both factory-filled packages and the hand-packed bulk form can be sold by fountain employes.

For some reason never determined in the ice cream industry itself, bulk ice cream dipped from a large container and put into a consumer package is of distinctly different texture, and is more popular with large num-

bers of customers. Business is built by catering to both preferences.

Trainees are taught to properly fill carry-out containers, to pack ahead for rush hours, to push related items, make good use of point-of-purchase devices, learn the potentials in good equipment such as glass-topped cabinets, and, most of all, to know how an item such as carry-out ice cream can broaden profit margins. The best way to increase volume is to sell present customers more merchandise—the same principle that governs Carnation in increasing its own sales dealers.

Six of the subjects taught have to do with selling and merchandising. The other two go into "back-stage" operations such as purchasing, accounting, janitorial work, but they play their part in merchandising, too. Dishwashing contributes to cleanliness, a very important factor in fountain merchandising.

Trainees who work with Carnation employes learn many fine points in personal appearance and behavior, such as the customer approach. No matter how busy an attendant may be, if she smiles at a newly-seated customer, hands him a menu, places

a glass of water at his place, does some little thing to register attention, there is immediate good feeling. The customer knows that he is being taken care of and he will be patient in a rush of trade.

Carnation stores are experimental stations for proving things, then passing them along to trainees and through the "Carnation Mixer."

For example, correct dipping of ice cream portions in fountain service is of the utmost importance. One customer getting more than his neighbor causes dissatisfaction, also makes profits erratic. Correct dipping is thoroughly taught, and dipping contests are held to maintain skill.

Accurate Scoops

At the Fresno demonstration store recently each employe was required to dip three scoops of ice cream, using three different sizes of dippers. These portions were weighed. In 495 portions there was not a single variation more than one-quarter of an ounce from standard. Had all portions been precisely standard, the total weight would have been 866 ounces; the actual total was 859, only 7 ounces out. That accurate dipping keeps customers happy and keeps profits on the line.

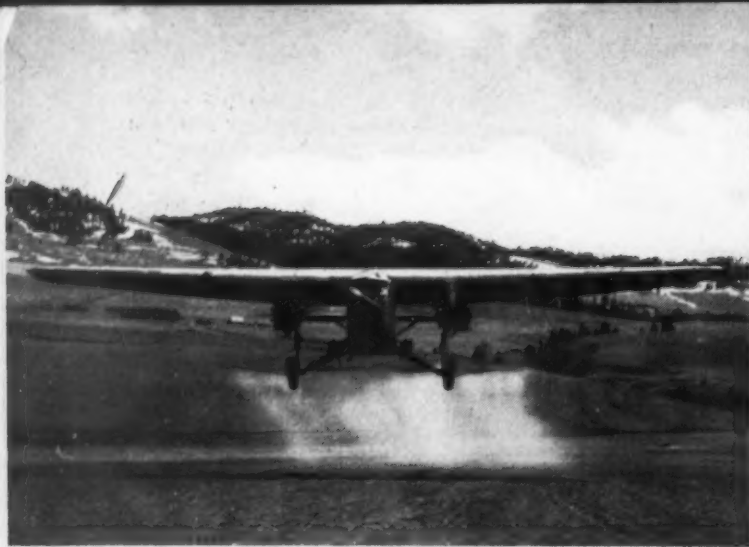
Suggestion selling is leaned on heavily, because sales increases of 30 to 50% have been chalked up for badges alone. But frequent reminders are necessary. Fountain people are busy, tend to forget. Prizes spur memory.

Great weight is also given weekly store staff meetings, the best place to sell special merchandising events. There is a Carnation formula for meetings. They should be regular, about an hour. Saturday from 10 to 11 has been found effective. There must be a program, prepared by the manager. A meeting without direction falls flat.

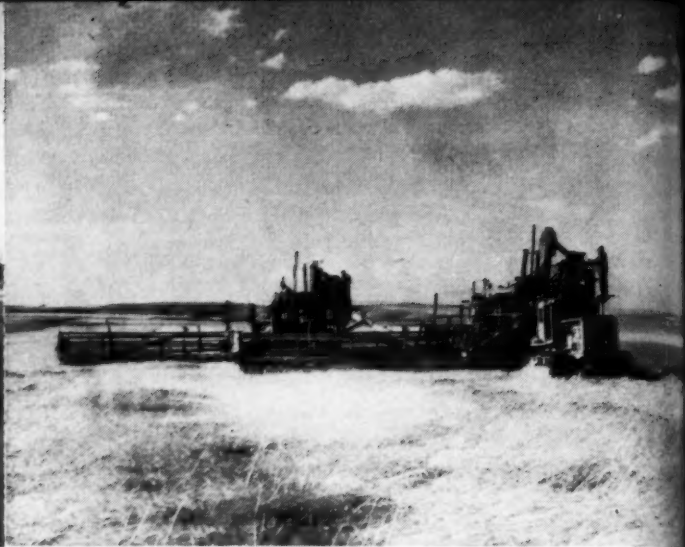
Carnation stores are regularly checked by an outside service (Willmark Service System, Inc., New York City) for points such as service, appearance, condition of food and drink, suggestion selling. Such checking is recommended to Carnation dealers—an outsider going in, being served, reporting what happens. One of these reports, on the store or employes, makes an excellent meeting theme. Employes are asked to suggest improvements and are given half the meeting time to blow off steam. Films are shown, distinguished guests invited sometimes, even picnics held after the meeting. Variety is the spice of staff rag-chewings.



PRACTICE MAKES THE EXPERT: Courses offered through the Carnation stores include individual instruction in such subjects as proper use of equipment, the making of drinks and dishes from tested formulas, and the attitudes that make contented customers.



The utmost in mechanization is found in the Northern Plains area,—with planes and 'copters almost as common as a passenger car, and . . .



. . . giant Caterpillar D8 diesel tractors which pull two 24 foot combines on huge farms, such as this one near Great Falls, Montana gobbling up 15 acres an hour, to fill . . .

Quantity Down, Quality Up, in Plains States

BY A. G. MEZERIK
Roving Editor

Farmer population declining in the Minnesota-to-Montana area, but those remaining are among the nation's most prosperous. The Twin Cities are the center of a great region adjusting to the new facts of agricultural life.

Have you ever been on a great western ranch in the wheat country? If you've been lucky enough to get on one during the last few years, you know that several consecutive years of good prices for cattle and wheat have brought great changes.

Ranch homes today are modern. Ground floors are equipped with locker rooms and hot showers for workers coming in from the fields. Large kitchens and dining rooms adjoin the locker rooms, and the electric kitchens include not only the latest in ranges, but automatic dishwashers, walk-in refrigerators and huge deep freeze cabinets. Some ranch houses are now air-conditioned. Living rooms have up-to-the-minute furnishings and bedrooms boast the finest of linens. Life on these great ranches is attractive and incomes are large, but it is lonely. Neighbors are far away and telephones are non-

existent. Towns are both distant and shabby and unable to supply the kinds of services wanted by well-to-do ranchers because there are too few of them.

Not too long ago ranches in the short grasslands were not so large, for this was homestead country. Droughts and the great risks attendant in the gamble for a single crop such as wheat beat the homesteaders down and out. These northern Great Plains States were in dire distress in the 1930's. Montana, North and South Dakota and some of Minnesota were in great need. Today the lean years are gone. Most of the unfortunate homesteaders went with them.

Now, the ranches are larger. There are fewer people—fewer all the time—but those who were able, and lucky enough, to stick it out are better fed, better clothed and enjoy a fairly large income. The Montana farmer

has nearly twice as much to spend as does the average United States farmer. The Montana rancher earned \$10,713 as against the \$5,214 for all American farmers in 1947. All this has meant comparatively high prosperity and considerable purchasing power for each remaining rancher. The state of affairs, surface-wise, seems most desirable.

In the Twin Cities, the center of the trading area for this whole region, the change from a large number of homesteaders, each making a precarious living, to the much more stable big rancher, is of No. 1 interest. Merchants, manufacturers and bankers are getting all the advantages of the tremendous farm investment in mechanization and electrification which has made possible the change from the small farm to the great ranch. They are also beginning to feel the disadvantages of having fewer people to serve.

Twin Cities leaders study farming. They know that the process of farm mechanization is nowhere near complete and that consequently still more people are destined to leave the plains. Their dilemma is that the consuming power of the comparatively few who are left, while great for each individual farmer, is—compared to the needs of a mass market—quite



... the huge elevators not only in Minneapolis but in scores of smaller marketing centers in the four states, and producing ...

... the basic wealth of the Twin Cities, now augmented by a rapid growth of specialized non-food industries such as Minneapolis-Honeywell and 3 M's Scotch Tape.

small in terms of tonnage and dollars.

This proves-out in Montana where, with Government help, several districts of irrigated farms have come into being. Irrigated units are, of course, tiny when compared to the 5,000 or more acres of the great wheat and cattle ranches, but a mass of such family units has requirements far beyond those of the one, two or three farm families on the great ranch. Migratory labor and hired help, once a factor to be considered in the total requirements of big farm units, are now not nearly so important. Mechanization and chemical weed killers have reduced the rancher's need for hired labor. Combines, drillers, caterpillar tractors all do the work of people. Just ahead are new electronic farm implements which—experimentally—already weed and thin crops faster than 20 workers can do it. Weeding, a tedious and expensive hand job, is increasingly done by mechanical application of chemicals.

Twin Cities Prosper

The Twin Cities, enjoying the present and growing demand for all these labor savers, are doing very well, particularly since they also handle a good share of the lush food production coming out of the plains. Nevertheless that spectacle of fewer people is there—a shadow of the future.

In these four Plains States, the total population gain over the last 10 years has been 184,105, but in the same period, births exceeded deaths by over half a million. When businessmen of the Twin Cities make that subtraction, they are left with a distinctly queasy feeling. This feeling is additionally complicated by the

tremendous growth figures of the three states along the West Coast. The great increase in West Coast population has a couple of serious implications for the Twin Cities.

The Horace Greeley advice, "Go West, young man," is being taken—not only by young men, but by their wives, sisters and parents. The migration is tremendous, but the Pacific Ocean is the only goal. Travelers skip all the plains states. As though this slight to their appeal was insufficient, the concentration of people along the West Coast carries another punch. Before the last war the West Coast was not a factor in manufacturing or marketing. Wheat and cattle moved east from the plains. Long freight trains headed for the Twin Cities, for Omaha and Chicago, rumbled by with their heavy loads of livestock and wheat. Many people on the West Coast are working a change in that pattern.

Today, Montana, North Dakota and South Dakota are the objects of the competitive solicitude of West Coast buyers. Los Angeles wheat buyers compete with Minneapolis millers at the elevators along the high line. Livestock is sold at auction on the spot to the tune of lively bidding from representatives not only of packers in the Middle West, but of upstarts from coast cities. That this means much to the great food processing cities of the Middle West is fairly obvious, just as it is obvious that for Montana, North and South Dakota it means better prices and a new sense of importance. The Great Plains States are no longer whistle stops—thanks entirely to the growing population on the West Coast.

The most astute of the business leaders in the Twin Cities are aware of the meaning of these develop-

ments. Old hands in the ways of the grain exchange, they learned long ago, the value of a "hedge." They are seeking that "hedge" in industry. They point with justifiable pride to the excellent production records of the many factories which have already located there. The success of Minneapolis-Honeywell Regulator Co., Minnesota Mining & Manufacturing Co. (manufacturers of Scotch Tape), and the operations of the advertising specialty firm of Brown & Bigelow have special significance. What they have done in selling national markets from the base of the Twin Cities, marks a course which—if taken by other enterprising people—will more than make up for any losses in numbers in their marketing area. Evidence of their ability to distribute what they make is readily found in the 10 trunk line railroads which come through here.

On the human side it is plain to the observer that the assets of the Twin Cities are excellent. Management is able, banking facilities ample, education of high quality, energy and drive are everywhere. On the evidence the drive to manufacture ought to succeed here.

The Debit Side

However, there are also debits. They lack some important resources, among them coal. The great Mesabi range has been almost stripped of high grade ore and continued large scale operations depend on development of cheap means to concentrate low grade (taconite) ore. Undoubtedly the enterprise and technical proficiency of these Minnesotans can surmount these obstacles. The big hurdle is distance from the market. To be successful in mass production of low unit

cost articles, they must compete in the populous South and East with products made in Detroit, Chicago and other closer-in centers. Advantages, if any, in reaching the coast market are not sizable. Honeywell and Scotch tape are light weight high-unit cost goods—and in this field, though smaller than the mass production industries, the Twin Cities have already carved out their place. Decidedly they can make it grow.

The quality of the people in these Plains States is the greatest guarantee of success in the future. Mostly Scandinavians and Germans, they are devoted to their region. They are thrifty, and they have shown, as they worked their way through many another difficulty, that they will not be put down. Presently they are on the alert for new opportunities as diverse as the Twin Cities' quest for industry and Northern Montana's present attempt to take over Seattle's role as supplier to Alaska, trucking goods and materials over the inland highway by way of Edmonton.

No avenue is neglected. Western Montana is already a great scenic attraction. The Dakotas are important stops for tourists moving to and from the Rocky Mountain and the Pacific country. Minnesota's 10,000 lakes are a mecca for hunters and fishermen. That this can be important is obvious from the fact that the nation's tourist business is now a \$9 billion industry, the country's third largest, trailing only manufacturing and agriculture.

Government Spending?

The dryland areas are also betting on increased government spending for reclaiming eroded lands, bringing in new irrigated areas, and stopping floods. Highest on this list is their effort to harness and develop the Missouri River which runs through their country.

All these are "hedges," not only for the future but for the present since these also can act as cushions when the price of wheat falls. Min-

nesota is, of course, not primarily a wheat state since it has well developed diversified farming. However, it does not escape the impact of a drop in wheat prices such as has occurred in the last year. Farm income in the wheat area is one billion dollars less than last year, a loss which will touch every man, woman and child in the four states.

The Twin Cities are the center of a great region in the process of making an adjustment to the new face of agricultural life. Lessons the people learn here will be important to business throughout the country. The Great Northern Plains area is changing rapidly—as the population diminishes and individual incomes rise—from a quantity to a quality market. In the years immediately ahead, this area will work out its problem, in terms of all the latest developments and on the foundation of its own solid stability.

Photographs courtesy Great Falls Tribune, Montana Farmer-Stockman, Minneapolis Chamber of Commerce.

Cigar Industry Hikes Sales Via 2-Month Drive

"Cigar Enjoyment Parade" recruits total industry from leaf grower to retailer in Fall campaign. Wholesalers started it.

The impact of an entire industry geared to the promotion of a single product — cigars — is being felt throughout the world and has brought a quickened public interest which is being translated into an encouraging rise in cigar consumption in this country.

So reports Joseph Kolodny, managing director of the National Association of Tobacco Distributors and Grand Marshal of the "Cigar Enjoyment Parade," the tobacco industry's unusually powerful two-month campaign "to get people everywhere to 'Enjoy A Cigar'."

Mr. Kolodny says that, although all reports indicate more people are smoking more cigars today as the result of the cigar crusade, concrete results cannot be determined until sales records are tabulated in October and accomplishments of the two-month campaign tallied. Last year cigar sales in this country amounted

to \$440,000,000. Exactly half of that total has been registered for the first six months of 1950. Mr. Kolodny expects cigar sales to be lifted by this campaign to \$300,000,000 during the last half of this year. The cost of the campaign, in excess of \$100,000, is being borne equally by manufacturers and wholesale distributors.

"We hope to see a terrific lift in the cigar smoking of Americans," Mr. Kolodny says.

Usually it is the manufacturers who inaugurate campaigns promoting their products. In this case, the idea was conceived by the wholesale distributors who obtained the backing of the manufacturers and suppliers. The National Association of Tobacco Distributors, which instituted the "Cigar Enjoyment Parade," then recruited the support of 2,500 primary wholesale tobacco distributors and 3,000 secondary wholesale distributors, who turned their more than

8,000 wholesale salesmen loose on the campaign.

The salesmen, in turn, have enlisted the cooperation of the retail outlets in every city and town in the nation. Mr. Kolodny estimates that more than 1,250,000 retail stores are actively promoting the cigar campaign with special window and counter promotion material.

Special radio commercials are promoting cigar enjoyment to an audience of 68,000,000 people and a coordinated program of advertising in major magazines and newspapers is reaching many more millions of potential cigar smokers. The campaign's messages are also being telecast over 15 television stations.

Under way is a \$17,000 savings bond prize contest for salesmen on the basis of promotional effort.

Mr. Kolodny reports that his office has been besieged with re-orders for point-of-sale promotional material. Retailers are giving unprecedented display space to cigar promotion. Manufacturers are incorporating "Cigar Enjoyment Parade" copy in their advertising and are using increased space during the campaign.



Over 600,000 Bell Telephone People Are Helping to Get Things Done

It takes many things, all put together, to provide good telephone service for a big and busy Nation.

There are telephone instruments and switchboards and buildings and almost endless miles of wires and cables across the country.

These are important. But they could not possibly do the job without the skill, loyalty and courtesy of more than 600,000 Bell Telephone men and women.

That is the vital human force that puts life into all of this telephone equipment and makes it work smoothly and efficiently for millions of people. That is the priceless asset of the Nation's telephone system.

Essential as they are in peace, the skill, courtesy and energy of Bell Telephone people are of even greater value in time of national defense. They are now helping the country's industries and armed forces to get things done.

BELL TELEPHONE SYSTEM



Four Major Opportunities for Expanding Your Sales Volume

BY CARL T. HOFFMAN

Principal, McKinsey & Co., Management Consultants

So you're ahead of last year? Fine! But—are you losing ground in per cent of potential in your industry? Do you need a much bigger increase to cover mounting costs and higher taxes? If the answer is "yes" to either question, this article suggests four fields for careful research and study.

Many top executives today are worrying about rising costs overtaking sales, particularly in view of the impetus to higher wages and material costs resulting from the impact of the Korean War on our economy. Additional volume is needed to offset these rising costs, yet few of the worriers know accurately *why* their sales lag or where they should turn to get the needed additional volume.

We find that a surprisingly high proportion of companies selling nationally are passing up really substantial opportunities for increased sales—and we don't mean just marginal business. We mean business which can be secured at the same ratio of expense to sales, and at the same degree of profitability. Better, in some cases.

Where should you look for this lush, lost volume?

Based on a number of marketing case histories in many industries, we find these to be the most common difficulties causing lost sales:

1. Weak or underdeveloped market areas
2. Neglect (or unawareness) of potentially important consumer groups
3. Weaknesses in channels of distribution
4. Sub-standard performance of salesmen

Before you decide that none of these seemingly obvious flaws applies to your company, consider the typical case histories which follow. These

companies, too, were amazed to learn where and how they could increase their sales.

Do you know your weak market areas?

It's a rare sales executive who admits to not knowing his weak-sister territories. But if performance is measured only by past records of dollar volume—instead of by actual

sales compared with potential—sizeable opportunities for additional sales may be passed by. By using only historical measurement, many a company deludes itself that it is doing handsomely in an area where actually it may have been only skimming off the cream.

For example, a nationally-known industrial products company considered the area served by its Cleveland office well covered when it first started to seek more volume. After all, they reasoned, Cleveland sales had been going up steadily year after year.

No one could have been more surprised when a study showed real weakness in the Cleveland District. The study showed this district holds one-third of that company's total potential business, while actually all they had been getting was less than 1% of their share of it based on their



"First Trip!"

To the sales executive who hopes advertising can help him meet the demands of his top management

As profit margins shrink, your Management is faced with two main problems that affect profit survival:

- 1 Cut production costs
- 2 Cut sales costs

They may or may not do all on Number One that you think they could do. But one thing is sure. They will expect *you* to figure out how to get orders at lower unit sales cost.

That calls for keen discernment of the difference between expenditures that *add* to unit sales costs and expenditures that *reduce* unit costs.

Some of the things that *add* to unit sales cost are: unnecessary travel and entertainment; time and effort spent in making unprofitable calls or following "leads" that lead nowhere; advertising that aims at the wrong people or fails to use the strongest appeals.

On the other hand, money spent for advertising that increases the order-getting power of your salesmen, individually and collectively, *reduces* unit sales costs.

"Ditch-Digging" Advertising* that sells by helping people buy is such advertising.

"Ditch-Digging" Advertising takes its cue from the

interests and problems of your most likely prospects. Then it rolls up its sleeves and digs for sales.

It multiplies the circulation of your best sales story to the right people in the right ways at the right times with the right frequency—and at the lowest possible cost.

It reduces the salesmen's need for travel. It increases their chances of making more sales calls *count*. It prepares their way for closing more orders by doing some of the pre-selling "telling" in print.

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of products that require pre-purchase deliberation on the part of the buyer. We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation, by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations or other mechanical means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that a "Ditch-Digging" Program might help you fulfill Management's demand for more sales at lower unit cost, we'll be delighted to hear from you.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LEXington 2-3135

*Reg. U. S. Pat. Off.

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

NOVEMBER 20, 1950

share of potential in other areas.

What had been happening all along was that seemingly poorer areas were doing so well (within their potentials) that they had covered up the poor record of the Cleveland office, which was obviously just coasting in a good market.

Another company, in the houseware field, looking only at its dollar volume, didn't realize that it was getting practically no sales in the metropolitan areas, as compared with its relative volume in smaller markets. Once this was made clear, they successfully concentrated efforts on capturing this dormant volume of business.

Even if you haven't an obviously weak area, as did these two companies, you may well be missing out on important sales volume, which is being lost in a large number of smaller markets which are below par. Even though no one of these may be big enough to stand out as in the illustration above, the cumulative total of many smaller markets is frequently of major significance. A manufacturer of consumer soft goods, for instance, after appraising each area's performance in relation to its potential, found that by raising all

weaker territories to the same average of accomplishment as its satisfactory ones, it could double its sales volume.

A program to accomplish this showed outstanding results because management, concentrating on a known problem, could devote itself exclusively to achieving its goal.

Are you overlooking potentially important consumer groups?

Few companies know definitely all the types of consumers using their products, how sales are divided among these types, and whether sales appeals are properly directed to individual market targets. Yet, without this information, some of your advertising and selling efforts are probably going astray and failing to develop potentials which are there.

Typical case here is the office equipment manufacturing company that for years went on the general assumption that there was one class of usage for its products.

But an analysis of the market turned up five separate use classifications with completely different buying motives. It immediately spotlighted the need for reshaping sales appeals and selling methods to reach

each of these five segments of the market. In fact, the study even indicated the need for another model to satisfy an additional important requirement.

The next step for this company was to train salesmen on how to size up each prospect's requirements, and how to appeal directly to each one's need, rather than attempting to sell wholly on the basis of one function as they had been doing.

Another company concentrating its sales fire on one market—when actually it had three—was a manufacturer of a line of household products commonly associated with brides. All of its advertising and sales efforts went to selling brides, until market research uncovered the two other unrelated, and equally important, markets.

A redirection of sales and advertising appeals soon paid off.

Not knowing accurately who buys (and should buy) your products can also create holes in your distribution setup simply because you aren't using jobbers, wholesalers or dealers catering to a neglected market. One service company, on learning of whole new groups of users for its products, set out to fill the gaps in the ranks of its jobbers, and found many new ones who serviced the missing markets.

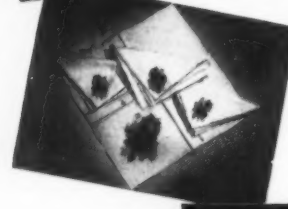
Another way to keep abreast of potential users is by fixing a hawk eye on inquiries. A medium-size chemical company recently found new business by classifying inquiries by the industries from which they were received. When a sufficient number came in from a single industry to indicate a trend, a study was made of that industry's needs to determine how the chemical company's products could fit in. Then special advertising was launched in the technical journals.

Are there serious weaknesses in your channels of distributors?

You'll never really know, without an accurate yardstick to reveal weaknesses in each outlet's performance. When seen alone these weaknesses generally don't stand out enough to demand attention. There are always good reasons, special situations, etc. Yet once you get to see them cumulatively, the failure of weak dealers and distributors to do even an average job mounts to startling proportions as far as your sales volume goes.

For example, an auto supply company didn't realize that it hadn't an adequate number of distributors of the right caliber until its share of the business began to fall off appreciably.

EVERY TIME! DECAL decorated products sell faster!



Your products sell faster, at more profit EVERY TIME—decorated with Meyercord Decals. New full-color catalog of decals and ideas shows *how* to add sales-stimulating eye-appeal to products at a fraction of handpainting time and cost—on fabric, housewares, novelties, juvenile items—any commercial surface! Easily applied at production-line speed, decals more than pay for themselves through increased sales.

FREE

Write now for full-color decal catalog. Business letterheads, please.
Dept. 52-11-1

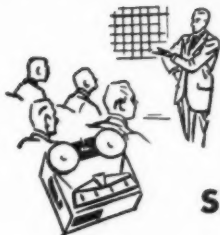


MORE SALES
GREATER PROFITS
WITH DECALS

The MEYERCORD Co.

World's Largest Decal Manufacturer
5323 W. LAKE ST. CHICAGO 44, ILL.

IT'S NEW!
IT'S NEW!



SALES TRAINING MADE



DEMONSTRATIONS MORE

**CONFERENCES RECORDED
TEMPORARILY... OR MADE**

EASY!

EFFECTIVE!

PERMANENT!

Only the New **AMPRO TAPE RECORDER**

**OFFERS YOU ALL THIS AT THE
WORLD'S LOWEST PRICE!**

- ✓ Records Anything . . .
Plays Back Instantly!
- ✓ Keep Tape or Erase
for Re-use!
- ✓ Easy to Operate . . .
Learn in 5 Minutes!
- ✓ Compact, lightweight . . .
weighs 17 lbs.!
- ✓ 2 Full Hours on
one 7" reel!
- ✓ 90 Day Guarantee
By Ampro!

This invaluable new business aid is one petty cash investment that'll pay blue chip dividends for you!

Simplest to operate—most economical, too, the amazing new Ampro Tape Recorder puts 2 full hours on one 7" reel—plays it all back immediately, if you wish. Keep your recorded tape permanently or erase over and over for re-use. And you can carry the Ampro Tape Recorder with ease—weighs just 17 lbs. —compact, attractive carrying case makes it easy to store, too!

You'll find dozens of uses for this new, lowest cost tape recorder including dictation. Compare it . . . write now!



\$109⁵⁰
Complete

LOW COST DICTATION ACCESSORIES

Use the instant-stop switch on the Ampro Tape Recorder for dictation. For even greater convenience, an Ampro foot switch and earphone is available at slight extra cost.



AMPRO CORPORATION

(General Precision Equip. Corp. Subsidiary)

8mm Cameras and Projectors

16mm Sound-on-film

Slide Projectors

Tape Recorders



Mail Coupon . . . Write Now!

Ampro Corporation SM-11-50
2835 N. Western Ave., Chicago 18, Ill.

Rush me FREE illustrated literature on the new Ampro Tape Recorder for business use.

Name.....

Address.....

City.....Zone.....State.....

INCLUDE BALLOON ADVERTISING IN YOUR 1951 PLANS

Balloon Advertising is an effective way to build good will and promote brand name acceptance.

Balloon Advertising is also effective for low cost premium promotions, seasonal merchandising aids, and to round out dealer cooperative programs.

EAGLE Balloons are quality products, competitively priced—and equally important—**EAGLE** has the know how to make this phase of your advertising program most effective.

For Complete Information
Write, Wire or
Telephone, Today.



EAGLE RUBBER CO., INC. • Ashland, Ohio



Send or call for the complete bulletin
"Metropolitan New York Test Market No. One"

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing **BAYONNE**, for only 9 cents a line... just peanuts compared with any other media giving the complete, concentrated coverage of

THE BAYONNE TIMES
BOGNER & MARTIN, representatives
285 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago

Only after learning the cause of the trouble could the company (1) redirect the efforts of its salesmen to solicit new distributors of the right type, (2) adjust its discount and promotional policies to make the company's line more attractive to better distributors. As a result, that company is getting—and holding—the kind and number of distributors needed to give proper coverage of its markets, and is building a substantially larger profit volume.

Just the opposite was the problem of a textile company making five different lines, selling almost entirely through department stores. In this case, study of their sales pattern showed the need, not for more outlets, but for more intensive development of the ones they already had.

This manufacturer discovered that the salesmen were placing only one or two of the five lines in each store, and weren't getting to know buyers in other departments who might carry the remaining lines. By concentrating on getting all five lines into its present department store accounts, this company lifted sales 100% over previous average volume.

Failure to keep up with constantly growing outlets is another common cause of falling volume. A company making toilet goods discovered that it had been going along through the years with its conventional outlets—had been overlooking the variety syndicate and super drug stores, which today account for a big chunk of toiletry sales.

Are you getting your money's worth out of your salesmen?

Here again, you don't know until you have a set of good standards. How much sales volume should a man produce? What should a man's productivity be by number of calls per day? By orders per call? By size of order? Is he giving the right proportion of time to bigger accounts? In short, is he sweating out his territory's full potential, or just living off the fat?

Salesmen dislike the slide-rule approach to their performance, and not without justification. Other factors affecting their achievements must be well established before you try to blame anything (or everything) on the salesmen. But if you do prove that you are measuring accurately and justly, the men themselves will like the idea because it promises fairer rewards.

For example, one industrial supply company with a broad line of products found recently that a study of salesmen's performance led to more sales and a greater proportion of

higher profit items—a bonanza for both company and salesmen.

Formerly, all salesmen of this company were permitted to sell where and what they could in their territories. The study showed that the men were naturally concentrating on a few easy-to-sell items and were neglecting the rest of the line. This revelation brought about a complete retraining program in which the men were taught to approach prospects differently: Instead of selling individual items, they learned to survey a prospect's plant for over-all needs, and to prescribe and sell different combination of products to do a thorough job for the customer.

Another Case

Another case of finding the flaws in salesmanship is being solved by a nationally-known drug company with hundreds of salaried salesmen. They are currently increasing volume by setting up a national average of performance in order to arrive at some idea of what to expect from each man. Refined down to how many and what types of calls each man makes, the system quickly singles out the deadheads, raises the general level to a par with better men. It gives the men something specific and tangible to shoot for.

This problem of telling the salesmen what you expect—and how to fulfill it—is overlooked in many organizations. A large chemical company selling to a diversified industrial market is typical. It had done little to guide its salesmen on how to sell, what type of customers to solicit, and how to utilize their time. A study finally revealed a complete lack of uniformity on all these points.

Retraining, built around successful methods—and pointing up the wasteful ones—is raising the whole level of this company's sales performance.

It's all in knowing where to look.

One thing which stands out in this industrial rogues gallery is the simplicity of the remedial steps—after the difficulty has been discovered. If you're after more sales volume, why dissipate your efforts by pounding on desks and conference tables?

It may take longer to isolate the real causes, and you might even follow a few blind alleys for a while in getting to them. But invariably the search will uncover a mass of useful knowledge of your sales operation. Besides, once you do establish a proven, tangible area for improvement, you'll have your organization working solidly behind you.

Graphic Records Reveal New Sales Opportunities

The Kardex system at the Frank N. Wood Co. provides an effective way for sales management to keep tab on what its customers have bought, and to identify them as sound prospects again for new lathes or kits of mechanics' tools.

Many sales managers might benefit by banishing the word "customer" from their vocabularies for a few hours a week. Of course, it isn't practical. It's not even possible. But the mere thought of scuttling the most respected and ingrained word in the language of business helps make this generally true point: Once a prospect has ordered, he becomes more than just a customer. In most cases, he becomes a prospect again.

Trite? Perhaps it is . . . to those sales managers who know exactly who their customer-prospects are, and how much of what items each of them bought, and how long ago they bought them.

But to sales managers who don't have those facts at their command, too often customers are anonymous beings, their identities and their buying patterns hidden away in order and invoice files. Gross sales and net profits may be good, but because of the sales manager's inadequate records, the figures may mask severe inroads being made by competition in certain areas, and other situation shifts which should be acted upon.

Sales Manager Know?

To be sure, the salesman knows who his customers are. But the salesman cannot see the large picture. And so the responsibility falls squarely on the sales manager—in his position as manager of the salesman—to find out exactly who his customers are, what they have bought, when and to determine the point at which they become prospects again.

How can it be done? By fitting the essential facts to a modern, graphic sales record.

An excellent example of such a system is afforded by the Frank N. Wood Co., a wholesale machine company in Waukesha, Wis.

The Wood company had used a combination vertical card and loose-

leaf system in which to keep a 100% active list of 1,900 customers. However, it became apparent to management that a system was needed—one that would give more information more readily, and one that was specifically designed for the Wood company's use.

This last point is important. There are no two businesses that perform every operation in an identical way. Experience, variations in locale, peculiarities of distribution—these and other forces demand careful tailoring of business systems rather than a strict standardization.

The sales record adopted by Frank N. Wood is basically simple. It is a Remington Rand unit of three cards, compactly housed. A unit is kept for each customer.

Product History

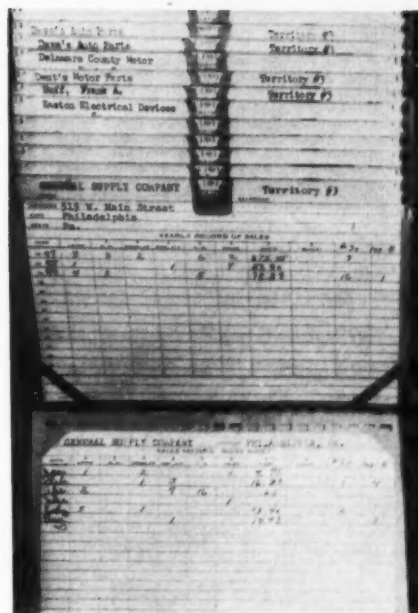
The front card of the unit is a yearly record of sales, broken down by products. Thus it provides an invaluable history. The back card is a sales record yearly work sheet, divided also by products.

The title insert—or visible margin—is the third card of the unit. It is the card that reveals at a glance the "status" of a customer. On the left-hand side of the card, above the customer's name, is a calendar strip. A colored celluloid signal is used on this strip to indicate the month of the customer's last order.

On the right-hand side of the title insert is a 1 through 6 product line scale. Six different colored signals are used on this scale to show the product line, or lines, sold to the customer.

The Wood company's sales record is set up geographically, by salesman's territories. Then it is further divided alphabetically by state and customer.

A specific problem the Kardex system helped to solve involved a sale of lathes. With every lathe, a tool kit should also be sold. The sales rec-



CUSTOMER sales history is at a sales manager's finger tips when data are placed on Remington's Kardex file cards.

ord, by virtue of its signals, showed at a glance the customers, both old and new, who do not have kits, and thus are logical prospects for them. Many sales of kits have resulted.

In general, the advantages of the Wood company record are those that accrue to any concern that adopts such a record.

Key to the filing arrangement is the individual salesman. A quick review of a salesman's file section indicates to the sales manager his sales performance. It brings to his eye—graphically—situations that call for action. It affords a comparative picture of sales among customers, wherever comparison is possible.

Most important, a record of this type shows the sales manager who his customers are and where his sales come from. It gives the answers, swiftly and clearly to his question: "When do my customers become prospects again?"

See...

Use Puppets to
Make Salesmen
Remember.



November Issue

BUILDING
SUPPLY NEWS

That's what a BSN distributor-reader did to help salesmen remember how to present 25- to 30-product lines to building material dealer customers. Read about it in BSN for November.

5 South Wabash Ave., Chicago 3

the TOUR TEST proves

**KGW THE ONLY
STATION WHICH GIVES
THE ADVERTISER COM-
PREHENSIVE COVER-
AGE...in the
OREGON MARKET**



In the prosperous, expanding North-west, KGW's **COMPREHENSIVE COVERAGE** reaches more people, covers greater area than any other Portland station! An authentic Tour-Test, made in cooperation with the Oregon State Motor Association, proves this fact. Dale Jacobs, assistant district attorney from Oregon City, participated in the Tour-Test visit to his town... saw how KGW blankets the Oregon City area. He points out above, to "Miss KGW of 1950", the industrial growth that means greater buying power... yours for the asking through KGW's **COMPREHENSIVE COVERAGE**.

BROADCAST MEASUREMENT BUREAU SURVEYS PROVE KGW's LEADERSHIP

Actual engineering tests have proved that KGW's efficient 620 frequency provides a greater coverage area and reaches more radio families than any other Portland radio station *regardless of power*. BMB surveys bear out this fact. KGW is beamed to cover the population concentration of Oregon's Willamette Valley and South-western Washington.

TOTAL BMB FAMILIES (From 1949 BMB Survey)

DAYTIME

KGW	350,030
Station B	337,330
Station C	295,470
Station D	192,630

NIGHTTIME

KGW	367,370
Station B	350,820
Station C	307,970
Station D	205,440



**PORTLAND, OREGON
ON THE EFFICIENT 620 FREQUENCY**

REPRESENTED NATIONALLY
BY EDWARD PETRY & CO.

Shop Talk

Time To Say "NO"

If it's true that "all advertising is local," it's equally true that *all salesmanship is personal*. Whatever you sell, whoever buys it, the buying impulse, the purchase, the good or ill will resulting, all rest upon the relationship of individuals. Too many salesmen do not realize that they, to the prospect, *are* the company. One touch of rudeness, one lapse in personal service, can wipe out the effects of years of advertising and years of goodwill building.

While much of our retail selling is so incompetent and bungling that it's a source of distress to everyone in the professional field of salesmanship, it is nevertheless true that where retail selling is skillful, we find some of the most distinguished examples of the techniques and the attitudes that make good salesmanship. At the retail neighborhood level, everything gets down to the selling "atom"—the simplest of all selling situations, the most personal of personal relationships between buyer and seller. This is the place where we can most clearly see, if we will, the basic soundness of the concept that the best selling is based on service... the unselfish approach which places the customer's interests first.

It is not necessary to research the sales methods of National Cash Register, or General Motors, or Du Pont to learn what good salesmen do that poor salesmen fail to do. You can get the same principles from your own grocer, your garage man, your druggist or your roofer. To stay in business these people must learn to make *customers* out of one-time buyers. They can survive only on repeat business.

I come to these observations now because, of late, I've been considering the idea that often one of the most effective things a salesperson can do is to say "no" to a customer who is willing to buy. When does he say "no"? Answer: When the sale isn't in the customer's interest.

Let's look at two homely run-of-the-mill examples.

A woman of my acquaintance who lives in a suburb near New York wanted a new dress for a wedding. She's unusually tall and hard to fit. Without much hope that she could find what she needed, she went to a small specialty shop in her home town to see what was available.

She explained what she wanted and why she wanted it, and the shop owner shortly produced a black dress that was right in quality and price and was unusually becoming to her customer. The sale was made and the shop agreed to deliver the dress the following day.

Next morning, however, the shop owner called her customer and said something like this: "Mrs. N....., I know you're going to be very disappointed. I was packing your dress for delivery when I suddenly remembered that last week I sold this same dress to Mrs. W..... who bought it for the same wedding you're planning to attend. I know both of you would be embarrassed to appear in the same dress, so I'd like to send you a refund."

The customer *was* disappointed, but, since women feel the way they do about duplications of costume, she gratefully agreed to the refund... and she wore an old dress to the wedding.

To be sure, the shop lost an immediate sale. But the next time Mrs. N..... needs a dress, where do you think she will go first? She's rep-

turously singing the praises of that shop to her friends because she found a saleslady who placed her interests ahead of immediate profit.

Here's another story . . . just as simple, but just as important in its implications.

One of my associates was the customer in this case. Let him tell what happened:

"Last week I took my jalopy to the Bischoff Auto Laundry in Stapleton, Staten Island, a firm that makes custom seat covers, washes cars and waxes them. It is a comparatively new outfit, but by super-service it has built up such a business that it is now necessary to make appointments at least three days in advance to have one's car washed.

"So I made an appointment to have the car Simonized and took it in one afternoon to leave it so the work could be started the next day. It takes them two days to do the job. They charge approximately five bucks more, but they Simonize the car twice, then buff it and then wash it again.

"I said, 'Mr. B., do me one of your extry-special jobs. I'm going home to Virginny and I want it to look nice.'

"Mr. B. thought a minute and said 'no'.

"See here,' he told me, 'you're going over hot, black-top roads. Bugs, tar and road gravel will make cement of a new Simonize job. Why spend \$10 after you get back to remedy damage to a new wax job?'

"I knew, of course, that he had refused other wax jobs because I had made an appointment. But his attitude surely made an appreciative customer. . . . It explains, too, why Bischoff, who started on a shoe string 18 months ago (because the shipyard in which he worked closed down), now does an average of four custom seat cover jobs (about \$40 each), two Simonize jobs at \$22 (They last a minimum of eight months.), and washes in the neighborhood of 20 cars a day.

"This man's service even includes touches like this: When he finishes washing a car he sprays a pleasant-smelling disinfectant into the interior. When you get your car, it smells as good as it looks!"

There you are. Two cases where a salesman said "no"—in the prospect's interest—and made a lasting friend.

Because there is not yet nearly a sufficient depth of understanding that unselfish service to the buyer is the basis of all sound selling, salesmanship has built for itself a reputation that it is pressure business. The public tends to think of salesmen as grabbers, as folk who are primarily interested in unloading all the traffic will bear at the time. Small wonder so many buyers approach salesmen with some degree of suspicion instead of an attitude of confidence that the salesman will go out of his way to meet a need with unselfish service.

I had lunch, lately, with a man from the South who told me he had been pleasantly surprised at finding a pair of theater tickets at his hotel, with a note from a photographic dealer he had seen only two or three times in five years.

Said he, "I can't figure out why that guy is so nice to me . . . unless it's because, years ago when I sold photographic film, I once told him not to lay in a stock of a certain type of film because I didn't think it was up to a high enough standard to meet his requirements. I remember—he seemed very impressed at the time—because I turned down an order."

There is a time to say "no." The spit-ball boys will probably call these salespeople fools. I say they're experts.

A. R. HAHN
Managing Editor.

let's look at the picture of the puzzle

In these troubled times, are you trying to solve your company's problems from purely company data?

Then you are trying to work a jigsaw puzzle without knowing what it's supposed to look like when it's finished. You may do it, but you're doing it the hard way.

The Econometric Institute can fill you in on the big picture—the relationships of production, prices, wages, taxes to *your own* operations. It tells you where you are and helps you get where you are going.

For a sample of how we can help your business prepare for tomorrow's economic developments, write to the address below for a free copy of "Charting the Course of Your Business" by Dr. Charles F. Roos, President of The Econometric Institute.

The ECONOMETRIC INSTITUTE

230 Park Avenue
New York 17, N. Y.
Mu. 4-7800

**"Forecasting Business
is Our Business"**

Plain talk

--to a sales-minded ad manager

--to an ad-minded sales manager



You've got a job—to move goods. You know from experience that *face-to-face demonstration* inside the home is what sells. You know that through television you can demonstrate your product—in action—before a mass audience. Your only question is: can you afford it?

The second week of the Kate Smith Show on NBC-TV answers this for you:

It costs you less than 1/3¢ per sales demonstration inside the home.

It costs you less per thousand woman viewers than the average full page ad noted in leading women's magazines.

It reaches over ten times more homes than the average daytime woman's TV program.

What's more, The Kate Smith Show offers big-time television in daytime . . . a show that's bound to grow in audience and diminish even further in cost-per-thousand. Your decision—now—to stake out your product franchise will result in a sound and profitable investment for you and your company.

The Kate Smith Show

...on **NBC** Television

(Source: *The U. S. Television Audience, American Research Bureau, October 1-8, 1950*)



How to Sell Through The Mail Order Chains

VI. Your business with this type of chain should supplement your department store volume.

**BY JAMES C. CUMMING* • Vice-President
John A. Cairns & Co., Inc.**

The biggest objection most manufacturers have to selling mail order chains is that to do so would antagonize their department store customers. They would like the volume they could get from Aldens, Inc., Sears, Roebuck, Spiegel, Inc., National Bellas-Hess, Inc., The Robert T. Simpson Co., Ltd., and The T. Eaton Co., Ltd., but they are afraid of losing the feeling of relative independence and security they have with their present diversity of retailers.

There's no single answer to this objection because everything depends on how far you, as a manufacturer, may choose to go in putting yourself under the domination of the chain. Each chain is, in fact, like a separate market. When you distribute through Montgomery Ward or Aldens it's much as though you were to decide to open up a new market for your goods in Brazil or in Great Britain. There's very little overlapping of customers between mail order chains and your department store outlets, and if you decide late, for any reason, that you want to pull out of this additional market you can do it. You can, that is, provided you don't let your mail order chain business become too big a proportion of your total volume.

What proportion of your business is it safe to do with a single chain? It's best to make it a policy to keep your business with one chain down to a maximum of 20% of your gross sales. With 80% of your volume go-

ing through independent retailers and other chains, you can't possibly get into the dreaded position where the loss of a single account will seriously damage you or put you out of business. Montgomery Ward recently dropped a dress manufacturer who took the loss of business in his stride because it represented less than 20% of his total.

Aren't you at the mercy of the mail order chain buyer? Even if you let your chain store business become a much bigger proportion of your volume than the ideal 20%—as many manufacturers do—you are still not at the mercy of the buyer for two reasons:

1. The successful mail order chain buyer must be a good businessman. He can't afford to be whimsical. If you remain alert, efficient and competitive, he must continue to buy from you because he needs you as much as you need him. Therefore, unless you are afraid that your competition can produce better products less expensively than you can, you can be sure that the buyer will stick with you.

2. Mail order chains don't want to see manufacturers discarded. They recognize that they are no stronger than their resources, and they want good resources to sell them without fear. Therefore, important resources are never dropped on the decision of the buyer alone. At Aldens, for example, a buyer can't switch from a large volume resource without approval from top management. A large volume resource is defined as one with which Aldens does \$50,000 worth of business or more per year.

Do you have to be big to sell the mail order chains? You can be. General Electric, DuPont, Burlington and many other large corporations sell part of their production through these channels of distribution. But *you don't have to be*. Small, relatively unknown manufacturers such as Len Sportswear Co., in children's wear, and Leona in lingerie are good

mail order chain sources, partly just because they are small. Buyers prefer small manufacturers because they are more flexible than the big ones. When a buyer works with a small business he usually works with the owner himself, and decisions as to details of manufacture and pricing can be made quickly. When he works with a large manufacturer he must work with a salesman who can't make final decisions until he has conferred with the top brass. Sometimes, say the buyers, this takes days and even weeks.

Do you have to sell the entire chain? You definitely don't have to sell the whole chain if your productive capacity is too small to handle it. There are manufacturers who sell to the retail stores only. There are others whose goods are sold only by the mail order end of the chain. Some even limit their sales to a single store.

The ability of the individual store to buy locally is a fact that may be important to you, particularly if you want distribution in a limited geographical area and if mail order chain units in that area are dominant factors in the retail picture. Sometimes even the largest manufacturers recognize this situation when there's a specific problem to be met.

In the second article of this series (SM October 1) we mentioned the arrangement Lever Brothers made with Sears, Roebuck for advertising Lux in the catalog. This promotional operation became so extensive that for a while it looked as though Sears and Lever Brothers had gone into partnership. However, Procter and Gamble refused to let the situation go by default. By working with the individual "A" stores, P. & G. was successful in getting a number of spot promotions of Ivory products in Sears despite the Lux tie-up. The Sears Brooklyn store, for example, used an entire window to promote Ivory Flakes and Ivory Snow.

Will the mail order chains promote your brand name? Yes, if you want them to, most mail order chains will gladly use and push your national brand.

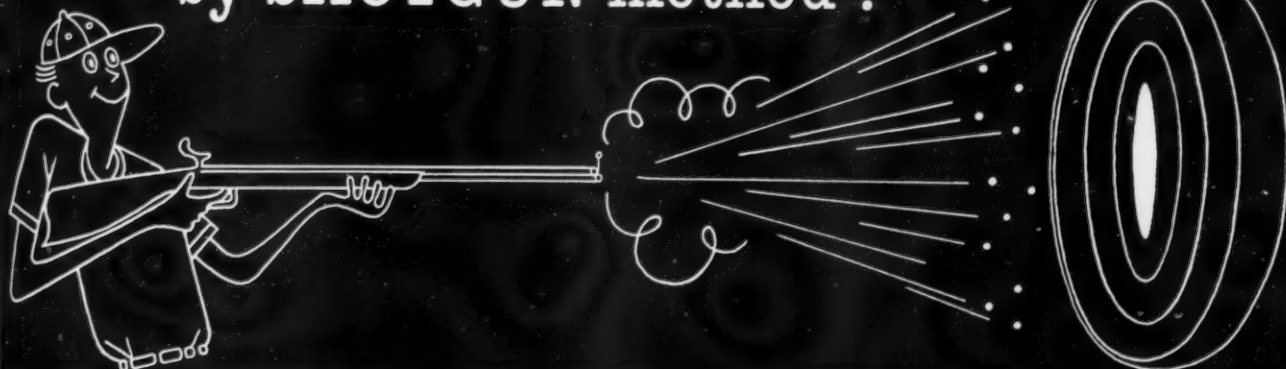
Consider, for example, this list of some of the manufacturer's brand names used by Montgomery Ward:

Shulton, Sunbeam, Shavemaster, Skinner's, Elevators, Pepperell Fabrics, Bradley All American, Max Factor, Stunzi, Ansco, Coty, Royal Robes, Willard, Parker Brothers, Champion, Manning-Bowman, Prince Gardner, Storkline, DuPont, Remington, Johnson's, Sportsman, Curity, Remington-Rand, Revere, Pyrex, Vigoro, Talon, Benrus, Sanforized, Waterman's, Westclox, Yale, Pacific.

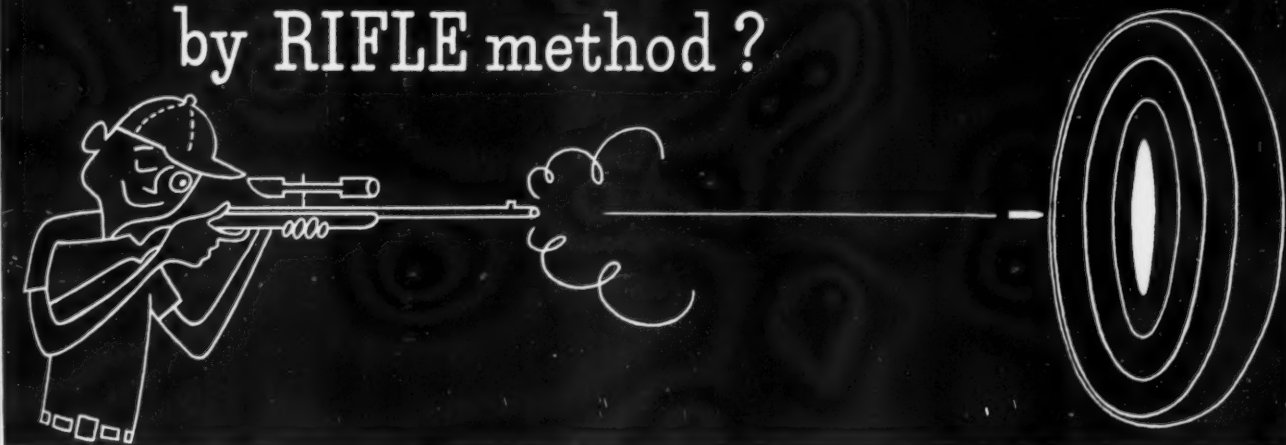
*This is the sixth and last of a group of six articles by Mr. Cumming on how to sell mail order chains. The first appeared in SM for September 15. It dealt with the size and scope of the mail order field. The second appeared in SM for October 1 and advised on whom to see to get started. The third was published in October 15 SM and told how to promote sales of your product. The fourth appeared in the November 1 SM and advised on how to work with the retail stores of mail order chains. The fifth in November 10 SM dealt with sales training for retail salespeople.

How do you reach your markets?

by SHOTGUN method ?



by RIFLE method ?



No other major medium enables you to aim your advertising at your markets with such efficiency as Spot Movie Commercials. Consider! From the 14,750 theatres available to you across the country in almost all markets, you can select the theatres you want, one by one, enabling you to aim your advertising at any specific community . . . even at any *neighborhood*!

Spot Movie Commercials give you other remarkable advantages:

Virtually 100% of selected movie audiences see and hear your film. They are completely absorbed with your sight-sound-action, product-demonstration story.

Spot Movie Commercials enable you to get across product "demonstrations" at a very reasonable cost per viewer.

If you wish, we will prepare theatre coverage plans for you or your agency without cost or obligation. Write, wire, or phone our nearest office for complete information.

The Movie Advertising Bureau

MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

NATIONAL OFFICES

NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

NOVEMBER 20, 1950

59

Ways to Get Your Brands in the Chains' Catalogs

LIONEL

SEE, DAD, IT WHISTLES AND UNCOUPLED BY REMOTE CONTROL!

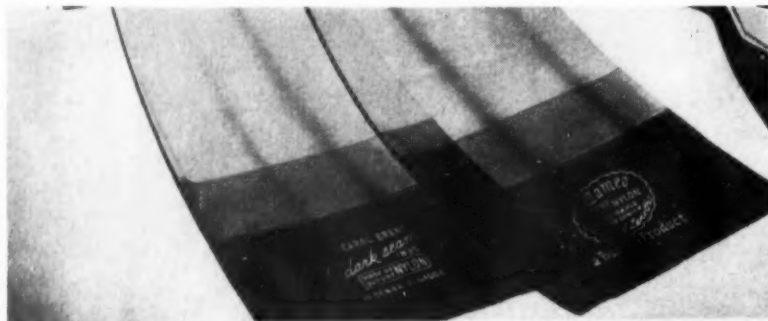
NEW 3-UNIT Mechanical Train
Big, improved set—now has sparking engine with built-in 4 minute run time.

NEW Marx Electric Freight Set
Changes speed or direction by Remote Control.

LIONEL Electric Freight
New, improved "027" gauge set. Now has massive 6 wheel drive engine with Magna traction at last fall's low price.

\$2995
Cash or terms \$3.95 down

SEARS, ROEBUCK & CO.: Sears prefers private brands. Where Sears is forced to stock them, you'll find Lionel, du Pont and other well known national brands.



Dark Socks Glamourize Christmas Nylons

FASHION'S MOST EXCITING FEATURES FOR SMART, SLENDERIZING FLATTERING



DARK SEAN CAMEO
3 pairs of socks 1.45 each

CAROL BRENT DARK HEELS
3 pairs of socks 1.52 each

DARK SEAN CAROL BRENTS
3 pairs of socks 1.04 each

MONTGOMERY WARD: Burlington Mills' Cameo brand hosiery was added a few years ago. Now it even out-sells Ward's own private brand, Carol Brent.

Firestone **FOAMEX CAPPED MATTRESS**
252 coils latex cushioned—won't sag, flatten! Never needs turning!

Best night-long support — lowest priced!
Permaform border wire prevents sagging

Mattress only **39.95** 4.90 down

1. Famous "Firestone Foamex" for superb new sleeping comfort! Buycost pure latex cap over 252 coiled coil springs—scientifically designed to give cushioned comfort for complete relaxation. Tired body muscles are soothed at once to restful sleep. Adjusts automatically to weight of even very heavy persons. Never sags or flattens—never needs turning. Steel insulator and fluffy steel and cotton padding prevent the discomfort of coil feel. Firmly padded, vertical stitched pre-built border with Permaform border wire to prevent sagging edges and prevent a worn, faded appearance indefinitely. Provides mid-mattress comfort to the very edges. 4 convenient plastic cord handles. 6 vents for freshness. Top quality, luxurious stripe cotton damask cover. Colors: Gray or Woodrose. Same color wanted. 42 IN 7254X—Mattress. Rate size. See Note. 4.00 down. 39.95. Shipping weights: 54-lb. 60 lb. and 39-in. 51 lb.

ALDENS: National brands are used by Aldens as prestige builders and as "trade up" items. Aldens is disappointed when it cannot use a national brand name.

RCA Victor, Royal Archer, Masonite, Mossberg, Wilson, Sherwin-Williams, Disston, Westinghouse, Cravenette, Rockford, Spalding, AC Babyguard, Whitney, Rob Roy, Squibb, Wear-ever, Soap 'n' Water Fabric, Ciro, Quaker, Telechron, Johnson, Dennison, Toastmaster, Kleinert's, Kem-Tone, Devoe & Reynolds, B. F. Avery Tru-Craft, Galey & Lord, Oneida Community, E. C. Atkins & Co., Effanbee, Armour's, Whiting, Cohama, Maiden Form, Concordia Gallia, Mallinson, Playtex, Columbia, Spun-lo Rayon, Juilliard, Taylor, Labtex, G-E, Oster, Decca, Argus, Bulova, Thayer, Savage, Burns, Kroll, US Time, Durene, Underwood, Practical, Presto, Sintex, Kodak, Fruit of the Loom, Griffon, Flexee, Winchester, Rain King, Yardley, Zelan, Arnold Knit, E-Z-Do, Schick, Even-Pul, Silex, Smith-Corona, American Woolen, Paris, Mall, Eversharp, Earl-Glo, Ripolin, Lloyd.

In most departments where these national brands are sold a Ward private brand is also sold. In hosiery, Ward's private brand for years has been Carol Brent. A few years ago Cameo was added under its national brand name, and today Cameo does better than Carol Brent.

Brand Name Policy

Aldens makes a policy of promoting brand names. Leaf through the Aldens catalog and you'll see such important names as Maiden Form, Quest-shon Mark, DuPont, Exquisite Form, Baltaflex, Cannon and Remington. National brands such as these are used by Aldens as prestige builders and as "trade-up" items.

In fact, Aldens has occasionally been disappointed when manufacturers have been unwilling to give them their national brands. Aldens would have liked to use Spun-lo, for example, but because of a previous tie-up with Montgomery Ward, Industrial Rayon had to give them a rayon called "Premier" instead. Aldens, therefore, had to make it a private brand and promote it themselves.

Sears, Roebuck on the other hand, prefers private brands. Where Sears is forced to stock them, you'll find DuPont and similar names on products. It's the policy of the chain, however, to sell auto accessories under the Allstate label, Coldspot Refrigerators, Kenmore Washers, Royal Purple Hosiery, and Pilgrim men's furnishings.

Similarly, Eaton devotes most of its advertising and display to merchandise under the Eaton and similar private brand labels. In the hosiery department of an Eaton store

THE NEW BEDFORD MARKET

COMPLETELY COVERED!



... where Industrial Payrolls
Show an INCREASE of
21%

FIRST 9 MONTHS OF 1950
OVER 1949

Here in New Bedford, employment has hit the highest peak in the city's history.

295 diversified industrial firms assure steady employment for the prospering workers who comprise this thriving market of a quarter of a million people.

Never before has complete coverage been so vitally important. Never before has space in The Standard-Times—covering 93% of New Bedford—Cape Cod families—offered such an attractive premium.



ONE PAPER COVERAGE

Both Daily and Sunday

City Zone Coverage over 99%

Entire Market Coverage over 91%

The Standard-Times

"The Nation's Best Read Newspaper"

NEW BEDFORD, MASSACHUSETTS

Represented nationally by
GILMAN, NICOLL & RUTHMAN

New York

Boston

Chicago

Philadelphia

Los Angeles

San Francisco

NOVEMBER 20, 1950





Our 29 convenient Space Budgets will help you allocate your medical advertising dollar to the best advantage . . . put it where you want it when you want it, covering one state or all 42 served by the State Journals.

Every cent will be well invested in the doctors' own state medical journals—read and respected for their scientific papers, plus local news of the profession, plus advertising acceptable to the A. M. A. Councils.

Our new Budgets are ready now. Glad to send you a set—to simplify your 1951 schedule-making.

STATE JOURNAL ADVERTISING BUREAU

of the American Medical Association
535 N. Dearborn Street • Chicago 10, Illinois

—34 Journals Covering 42 States—

ALABAMA, Journal of Med. Assn. of
ARIZONA Medicine
ARKANSAS, Med. Society, Journal of
CONNECTICUT State Med. Journal
DELAWARE Med. Journal
DISTRICT OF COLUMBIA, Med. Annals of
FLORIDA, Med. Assn. Journal of
GEORGIA Journal of Med. Assn. of
HAWAII Med. Journal
INDIANA, State Med. Assn. Journal of
IOWA, State Med. Journal of
KANSAS, Med. Soc. Journal of
KENTUCKY Med. Journal
MAINE Med. Assn. Journal of
MICHIGAN State Med. Soc. Journal of
MINNESOTA Medicine
MISSOURI State Med. Assn., Journal of
NEBRASKA State Med. Journal
NEW ENGLAND Journal of Med. (Mass.,
New Hamp.)
NEW JERSEY, Journal of Med. Soc. of
NEW ORLEANS Med. and Surgical Journal
NORTH CAROLINA Med. Journal
NORTHWEST MEDICINE (Oregon, Washington,
Idaho & Alaska)
OHIO State Med. Journal
OKLAHOMA State Med. Assn., Journal of
PENNSYLVANIA Med. Journal
ROCKY MOUNTAIN Med. Journal (Colo., Utah,
Wyo., New Mex., Mont.)
SOUTH CAROLINA Med. Assn., Journal of
SOUTH DAKOTA Journal of Med.
TENNESSEE State Med. Assn., Journal of
TEXAS State Journal of Med.
VIRGINIA Med. Monthly
WEST VIRGINIA Med. Journal
WISCONSIN Med. Journal

you'll find such national brands as Kayser, Picturesque, Gotham Gold Stripe and Bijou, but 75% of the display is given to Gleneaton and Eatonia Hosiery. In men's furnishings there may be a conspicuous manufacturer-made counter display by B.V.D. Brand Shirts, but the big push goes to Gleneaton furnishings.

At Simpson's, national brands such as Tooke, Arrow, McGregor, Harriet Hubbard Ayer and Chen Yu get a better plan than they do at Eaton's, but even Simpson is primarily a private brand house.

Before we leave this subject of brand names, we'd like to have you ask yourself a question: **Do you want mail order chains to sell your product under its national brand label?**

To arrive at a practical answer to this question, you might ask yourself these additional questions:

1. How much business are you now doing under your brand name with independent retailers?
2. Will your independent retailers resent seeing your brand names in the mail order chains?
3. Are you doing so much national advertising that your independent retailers must have your product regardless of any resentment they may feel?
4. Will association with the mail order chains help or hurt your brand name?

Finally, consider the policies of the individual chain. If you're selling Sears, Roebuck it's practically essential that you work under a private brand. Rosenau Brothers, manufacturer of children's dresses, have developed a tremendous business with Sears under the private brand Honey-suckle label. Meanwhile, Rosenau's own Cinderella brand is sold in practically every department store and children's wear store in the country.

At Ward's, Simpson's and Eaton's you'll get further if you use a private brand. Aldens will welcome your national brand.

Will your advertising help you sell through the mail order chains? It is obvious that your national, consumer advertising will help tremendously if you market through the chains under your own brand name. The main reason Aldens and Ward want certain brands is to get the dynamite of their national advertising behind them.

It is important to note that your advertising will help, too, if you market under the chain's own private label. It will have a decided influence on the buyers and the store manag-

ers, who will frequently use your brand name instead of their's when they speak among themselves of your product. The advertising of Florence ranges, for example, has a definite effect on Sears store managers and division heads who sell Florence ranges under a Sears private brand label. Some chains have important regional heads, who can be reached in no other way.

Curiously, there is no business paper that directly reaches the personnel of mail order chains. Buyers read the business paper that concerns their own lines such as *Men's Wear*, *Women's Wear Daily*, *Daily News Record*, *Infants' & Children's Review*, *Hosiery and Underwear Review*, and *Boys' Outfitter*. Managers and division heads read bulletins from headquarters almost exclusively. Only 3% of the circulation of *Chain Store Age* and *Syndicate Merchandising* reaches the mail order chains.

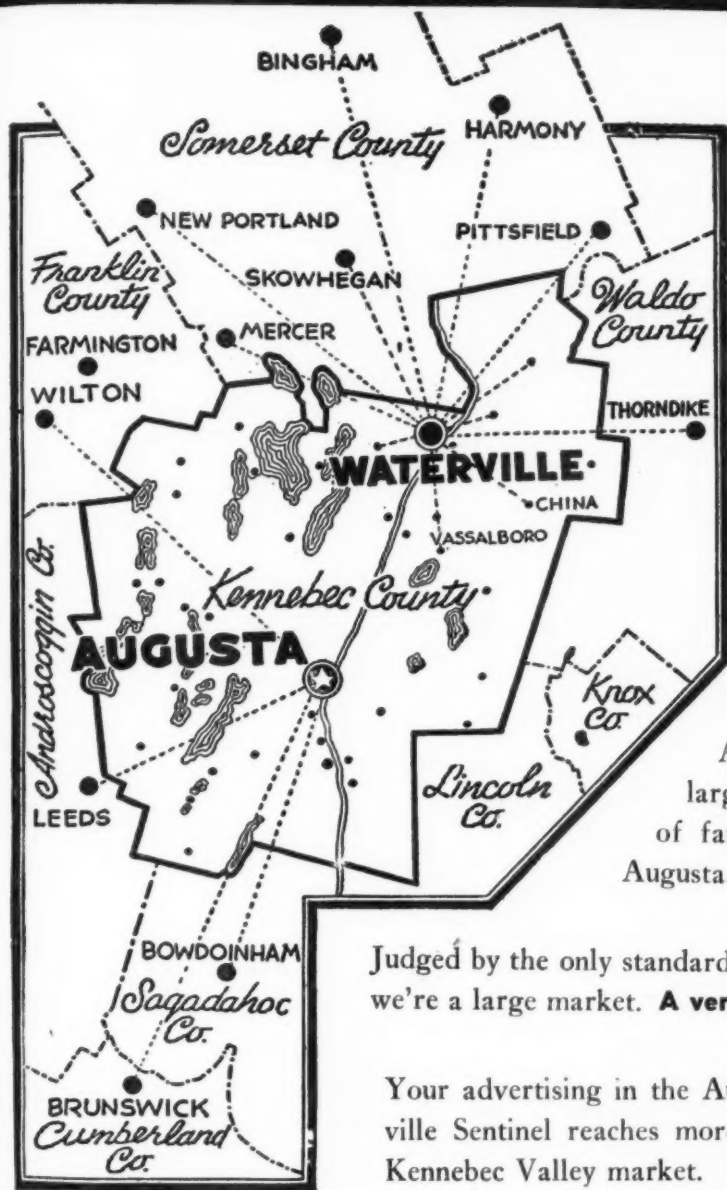
Do mail order chains cut prices? Mail order chains are definitely not predatory price-cutters. They are operating-minded, and prefer to take a full mark-up whenever they can get it. If you sell them under your national brand label, you can be confident that they won't embarrass you by breaking out in a rash of price-cutting. And if yours turns out to be a private brand deal, you don't need to be concerned about pricing.

Do these chains ask for special services? Mail order chains ask you for service all right, but not for anything you can't well afford to give them. They'll want, specifically:

1. Continuity: The manufacturer must be prepared to keep on supplying the same item throughout the catalog season. This means the product must remain identical in such details as prints, designs, patterns and colors. Most of the time this is not too difficult. The buyer will give you an estimate of his needs when he places the order, and a short time after the catalog goes out he'll give you a more accurate figure. Sometimes, though, an item becomes a run-away number and its sales exceed both forecasts. When that happens the manufacturer must be ready to produce fast and in quantity.

In a rising market the principle of continuity works to the advantage of the mail order chain. When prices are falling the advantage is with the manufacturer.

2. Re-orders by sizes: Mail order chains re-order according to the sizes and colors that are selling fastest. You can't give them arbitrary assortments.



HOW LARGE

Is a Large City?

Few large cities buy as much food per family as the Augusta-Waterville market! New York, Chicago, Philadelphia, Los Angeles, Detroit — the nation's largest cities — can't match our

\$982 per family food sales

And no single newspaper in these large cities provides complete coverage of families, like the Kennebec Journal in Augusta, the Sentinel in Waterville.

Judged by the only standard that counts . . . coverage and sales — we're a large market. **A very large market.**

Your advertising in the Augusta Kennebec Journal and Waterville Sentinel reaches more than 29,000 homes in the Golden Kennebec Valley market.

AUGUSTA (MAINE) KENNEBEC JOURNAL WATERVILLE (MAINE) SENTINEL

Represented by The Julius Mathews Special Agency, Inc.

3. Pre-Packing: Preparation of your merchandise in bags or boxes for retail sale without further packing is important to the mail order chain. Specifications are prepared by the chain to simplify this procedure, but you must recognize that this will generally mean an added operation for you.

4. Samples: Before an order can be placed, samples must be submitted even when the merchandise you are making will follow exactly the specifications of the buyer. Of course, you'll submit samples when the merchandise embodies only your own ideas, or represents a combination of your ideas and those of the buyer.

5. Drop shipments: They will be important to some mail order chains. You should be clear on this point before you set your final prices.

6. Deliveries as promised: The mail order business differs from the retail business in that it actually costs money to write a customer and explain why the item ordered can't be delivered. Your production must be organized for on-time deliveries.

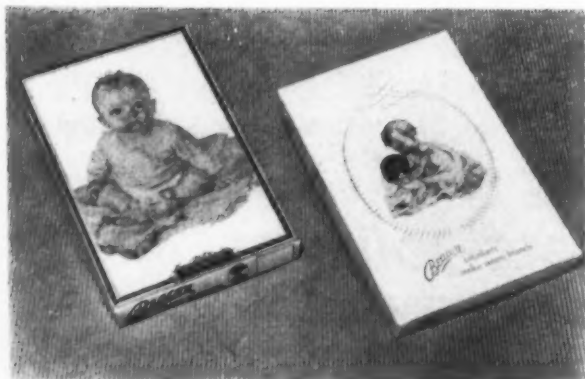
Aren't chain store buyers dictatorial? The buyer for a mail order chain is usually a specification buyer, and for that reason some manufacturers may think him dictatorial. He'll often have his own ideas about how

a product should be made and about what should go into it. If you have an open mind, you'll find that most of the time he is right. Be willing to take a little dictation from him, and you'll learn so much you'll welcome more dictation.

Finally, you may as well face this fact right here and now: Mail order chains have become such a major factor in the distribution of general merchandise in the United States and Canada, that no ambitious manufacturer can afford to avoid them indefinitely.

During the 1950's it's almost essential that you sell through mail order chains.

Packaging to Sell



NEW "TWISTUBE" CONTAINER consists of a plastic sac with a hard cylinder. By utilizing a torque, or twist motion, a mechanism was developed whereby the user need only turn the bottom of the container, and the material within the sac is forced up and out. Designed by Lippincott & Margulies. Fabricated by General Cap & Container Corp.

EYE-CATCHING carton for Mirro aluminum ware is not only distinctive and luxurious in appearance but is strong enough to support its contents of a dozen cooking utensils. The exterior of the box is white and the design scheme incorporates a huge ribbon and bow on the cover printed in royal blue. Produced by The Hinde and Dauch Paper Co.

PORTRAIT THEME, which has been identified with brand name and product since 1933, has been retained on the redesigned package for the crib blankets produced by Beacon Manufacturing Co. Famous "baby" now has a pup for a playmate. Box made by Container Corporation of America.

TWO MULTIPLE UNIT PACKAGES for promoting quantity sales are being utilized by Brewing Corporation of America. One is the 24-bottle Ty-Pak divisible beer case. The other is a 6-bottle, carry home carton for One-Way bottles. The Ty-Pak case consists of two units held together by corrugated strips. Units are easily separated, forming two compact 12-bottle carry-home cartons. Glass containers are manufactured by Owens-Illinois Glass Co.

Biggest Value You Can Buy in a Folding Carton...



**The SELLING
IDEA!**



Here are a few of the famous names for which we have produced cartons with a **SELLING IDEA**...

General Motors Corporation

General Foods Corporation

Swift & Company

U. S. Gypsum

Sunshine Biscuits, Inc.

The Coca-Cola Co.

The Electric Auto-Lite Co.

Peter Cailler Kohler

James B. Beam Distilling Co.

Goodyear Tire & Rubber Co.

• Yes, the biggest value you can buy in a folding carton is there before the carton is made. It's the basic thought... the Selling Idea... the one raw material that has value beyond price. For the Idea is the thing that makes the whole carton come alive... stand out on the shelf or counter... reach for the customer's eye... fix the name of your product in her memory and buying habit.

Selling Ideas don't come easily. They're the product of know-how, experience, talent, hard work. For more than half a century, United Board & Carton has demonstrated its ability to create sound Selling Ideas for many nationally-known companies. Ideas that fit the product, the market and the job to be done! It will cost you nothing to find out. Let's talk over your problem.



UNITED BOARD & CARTON CORPORATION

156 SOLAR ST., SYRACUSE, N. Y.

Plant Mills: LOCKPORT, THOMSON, N. Y., URBANA, O.; Carton Plants: SYRACUSE, VICTORY MILLS, CONOVER, BROOKLYN, N. Y., SPRINGFIELD, O.

MERCHANDISING IMPACT...



Display Sets



Car Cards



Packages



Merchandisers



Calendars



Cookbooks,
Booklets, Folders



Window
Displays



Package Inserts



Labels



Transparent Cellulose Wraps

...built on
Facts from Forbes

JUST CALL THE MAN FROM FORBES. HE'LL BRING YOU FACTS...
A FERTILE SOURCE OF NEW IDEAS AND NEW BUSINESS FOR YOU.

FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact

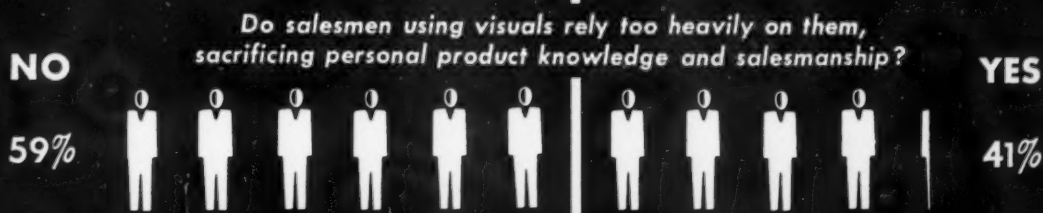
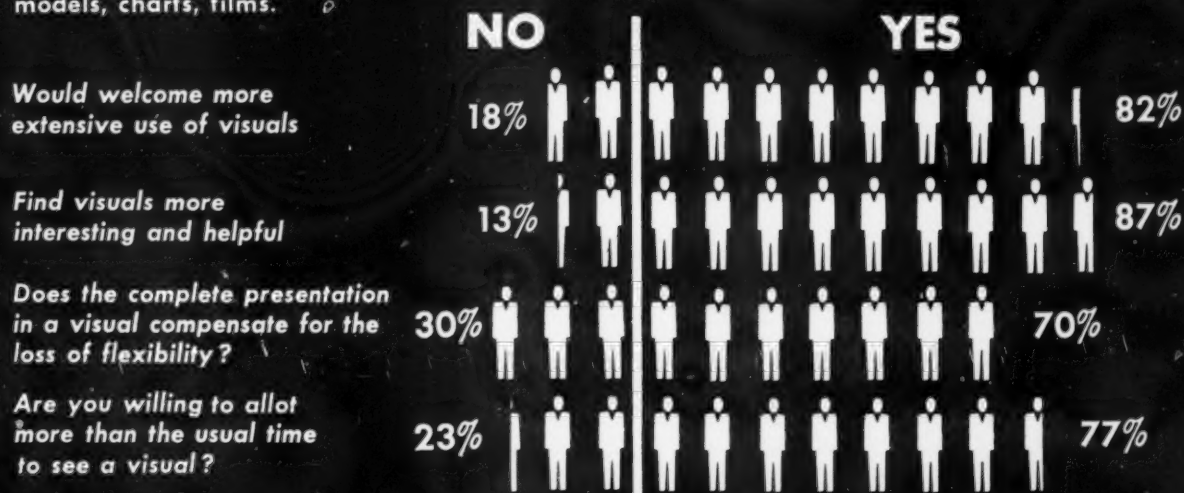


MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

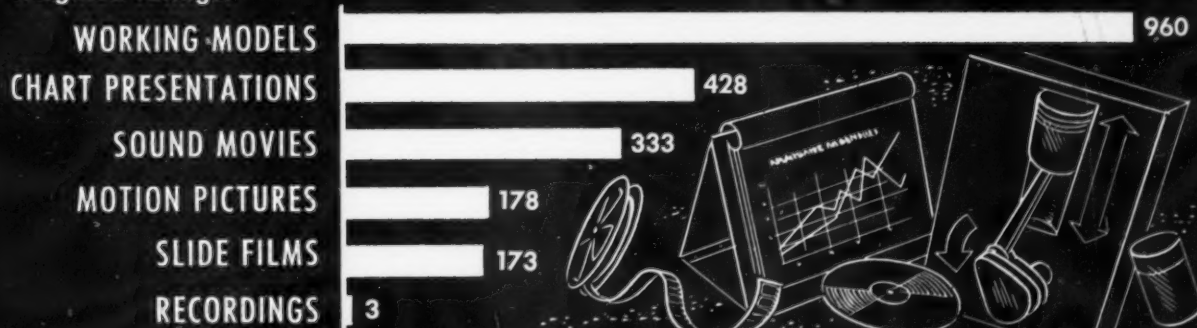
DO PURCHASING AGENTS LIKE VISUALS?

Only one purchasing agent out of five finds any substantial number of salesmen making use of visual presentations, but most of them would welcome more extensive use of working models, charts, films.



WHICH TYPE OF VISUAL?

Given a check list of types of visuals, purchasing agents were asked to rate them 1-2-3. The weighted ratings:



PICTOGRAPH BY
Sales MANAGEMENT

11-20-50

Source: October 1950 Survey by Purchasing Magazine

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.

Advertising

NEW YORK • BOSTON • BUFFALO • PITTSBURGH • CLEVELAND • DETROIT
CHICAGO • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES



CUTTING THE birthday cake at the 663rd broadcast of "Cavalcade of America" (Tuesdays, NBC) is Miss Alice Crocker, Du Pont employee. Basil Rathbone looks on. The Du Pont series has received many awards, most recent being a citation from the American Legion Auxiliary for a program tending "to inspire listeners towards high ideals of citizenship"...while giving "happiness and fun."



FOR 33 OUT of the last 35 years—including 1946, 1947, 1948, 1949, and the first 10 months of 1950—The Saturday Evening Post has carried more advertising in its pages than any other consumer magazine. This weekly campaign of pages and spreads in newspapers and trade publications tells why...explains how the Post gets to the heart of America and what that means to advertisers.



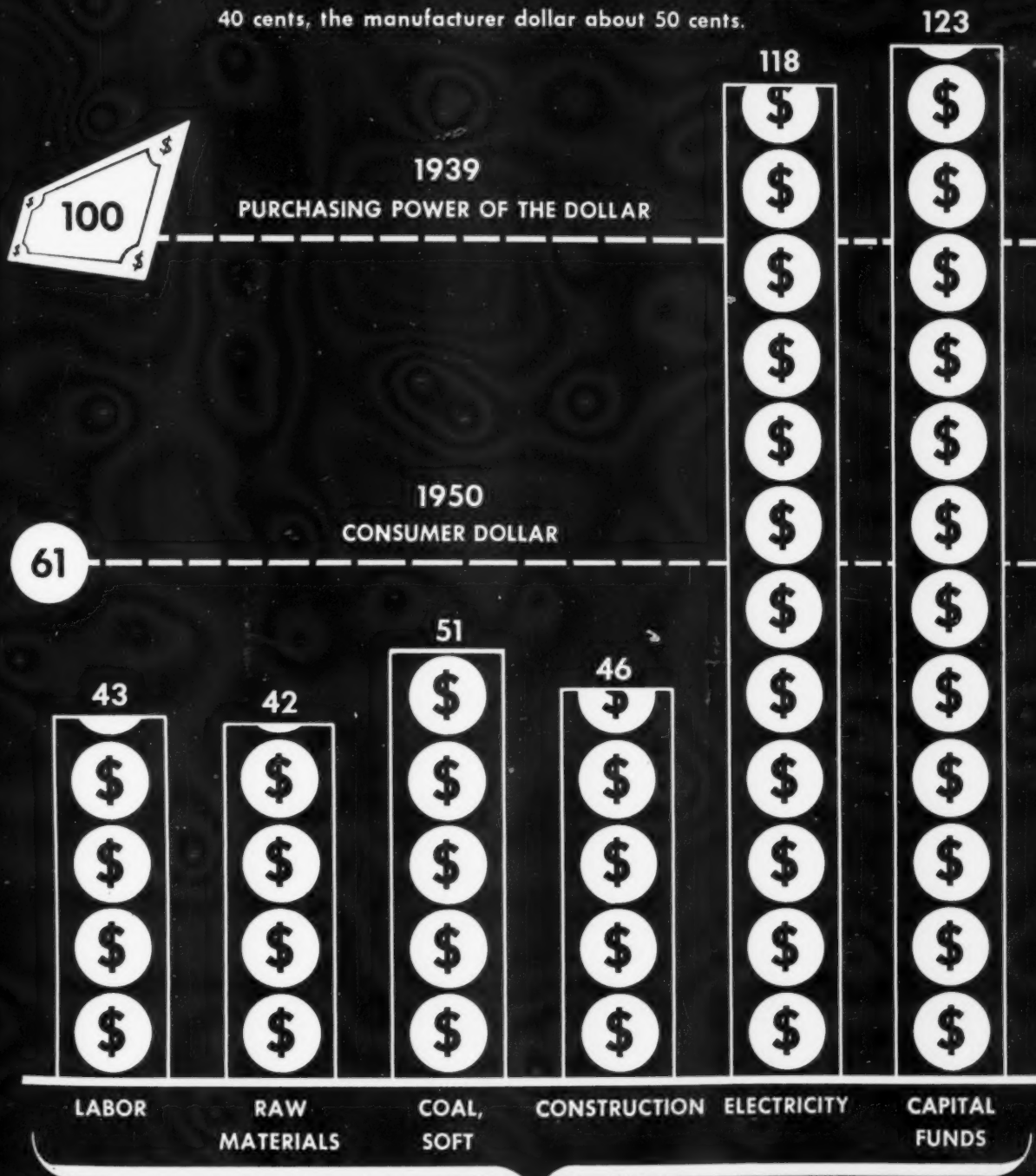
DEALERS LIKE these 1000-line newspaper ads which Pacific Gas & Electric Company, a client of BBDO San Francisco, runs in California dailies to help them sell appliances. The friendly cartoons, lively verse and chatty service column combine to make the series as helpful and informative as it is easy to read. In a competitive market, this advertising is making itself felt, is winning awards.



SOME OF the fastest-moving one-minute spots in TV are used by D. L. Clark Co., BBDO Pittsburgh client, to publicize its famous Clark Bar in 30 markets. Film subjects include the Clark Kids Show featuring talented small fry, and an animated Clark Bar performing delightfully impossible acrobatics. Theme is "The Center of Attraction for Real Candy-Eating Enjoyment."

MANUFACTURER'S DOLLAR WORTH LESS THAN CONSUMER'S

Taking the 1939 dollar as equal to 100 cents, the purchasing power of the 1950 consumer dollar has declined almost 40 cents, the manufacturer dollar about 50 cents.



Savings attributable to low interest rates, greater use of electric current and higher efficiency have been passed on to consumers, so that the average worker is far better off than he was a decade ago.

PICTOGRAPH BY
Sales MANAGEMENT

Sources: U.S. Bureau of Labor Statistics; Moody's Investors Service; Engineering News-Record.



Can you name these fa

Don't be embarrassed if you don't know them all.

They've made contributions to aeronautics, entertainment, and American culture... but it is difficult to remember faces, isn't it? Even when you've seen them in magazines, newspapers, and newsreels.

So don't blame yourself for not recognizing the famous Wright brothers, Orville and Wilbur; popular Jimmy and Tommy Dorsey; and the renowned Gershwins, George and Ira.

But isn't it surprising how well you knew the other pair of brothers?

It's surprising—for the only place you have seen the

mischief-making Katzenjammer Kids is in the comics.

Is there any more graphic way of demonstrating the tremendous editorial impact of PUCK, the only national comic weekly? Doesn't it show how PUCK's all-star cast of characters has woven itself into America's life... Jiggs, who "sold" corned beef and cabbage; Popeye, who made spinach a top favorite; Dagwood, who helped the U. S. Atomic Energy Commission explain nuclear energy?

PUCK, The Comic Weekly, is distributed with 14 great Sunday newspapers from coast to coast (plus three advertising affiliates). PUCK reaches more than 18,000,000 adults (and their youngsters) in 7400



© KFS

se Famous Brothers?

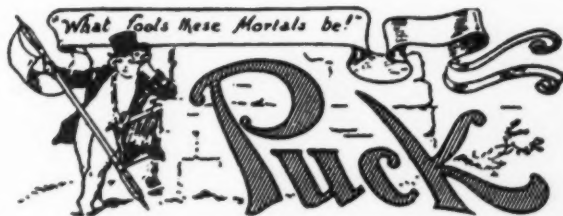
communities where 83% of all retail sales are made.

Do you wonder that such companies as Thomas J. Lipton, Inc., National Carbon Co., Ford Motor Co., and many others spend millions of advertising dollars in PUCK, The Comic Weekly?

Educators speak of comics as "a social force" that constantly helps shape our manners, morals and thinking. But shrewd business men speak of the comics as a tremendous "sales force"!

Perhaps you'll want to see readership reports which show that PUCK delivers 3 to 5 times more readers per advertising dollar than top weekly magazines. The booklet "Getting More Out of the Dollar" explains

PUCK's fabulous reader-attraction and tremendous sales impact. Send for it, today, on your letterhead.



THE COMIC WEEKLY

The Only NATIONAL Comic Weekly—A Hearst Publication
63 Vesey St., N. Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

Fewer Farmers, but Wealthier Ones

The farm population declines as mechanization increases, but the remaining farmers enjoy ever-higher living standards. Their greater efficiency is due in large part to increased use of machinery.

In actual dollar value the shipments of farm machinery increased from \$343 million in 1943 to \$1815 million in 1949. When adjusted for price variations, the values, using 1943 as a base, were:

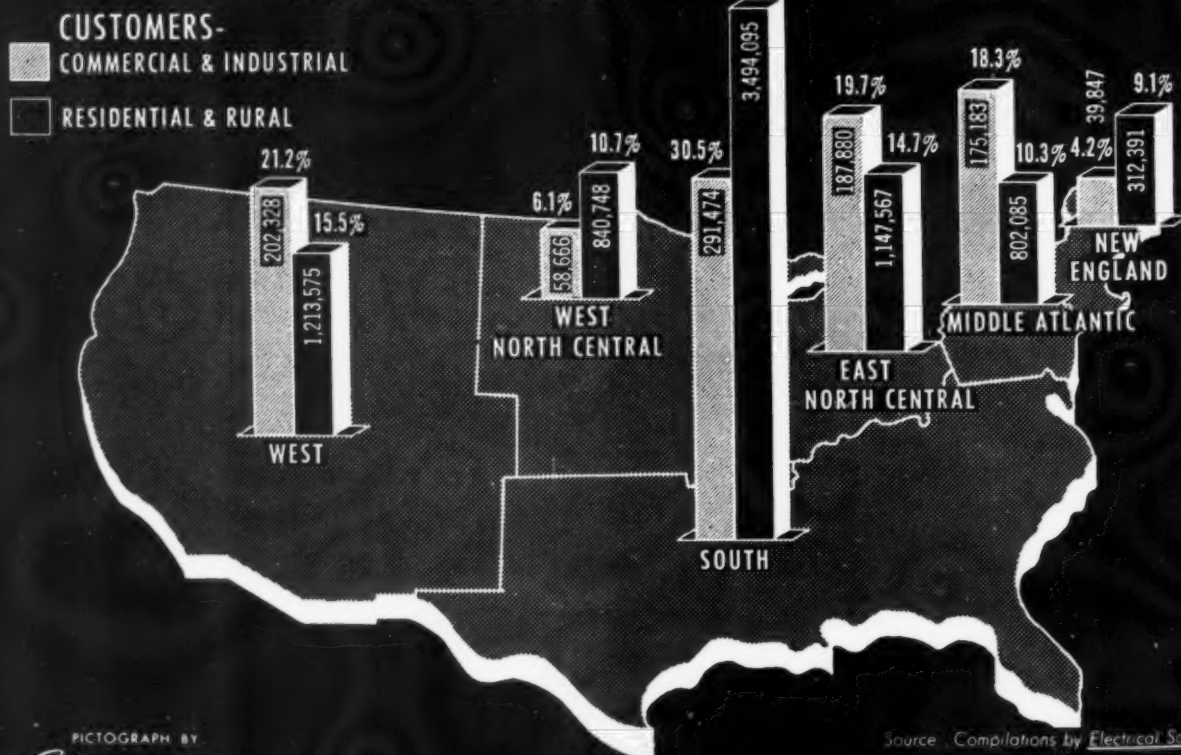


Source: Compilations by International Statistical Bureau

BIGGEST JUICE GAINS IN SOUTH

The South has had extraordinary electrical expansion since the end of World War II, getting 30.5% of the nation's gain in commercial and industrial central station customers and 44.7% of the upturn in residential and rural customers.

GAINS 1946-1950



PICTOGRAPH BY
Sales MANAGEMENT

11-20-50

Source: Compilations by Electrical South

Now **TWA** Offers All-Cargo "Sky Merchant" Service Coast to Coast



Speed sales-promoting shipments direct at low cost between major U. S. cities

Practically anything you want to ship . . . and to almost anywhere you want to ship it . . . can now go faster, more economically and more easily via TWA's new fleet of giant, 4-engine All-Cargo planes . . . TWA "Sky Merchants."

TWA's "Sky Merchants" offer a new daily service to and from the principal commercial and industrial markets throughout the U.S. Direct flights, with connections serving more than 60 cities. Fast, daily service coast to coast . . . overnight between most points.

TWA's new All-Cargo "Sky Merchant" fleet greatly expands TWA's air freight service . . .

already widely used by experienced shippers throughout the world. This dependable service with its increased facilities enables you to save transit time . . . save money . . . save work . . . beat competition . . . meet deadlines . . . increase turnover . . . increase sales.

Remember—it's good business today (and every day) to speed your large or small shipments via TWA. Phone nearest office for prompt pickup . . . rates . . . information. Write today for free Air Freight folder. Address: Cargo Sales Manager, TWA, 60 East 42nd Street, New York 17, N. Y.

	FROM	TO	COMMODITY	RATE PER 100 LBS. (MINIMUM WEIGHT)
TYPICAL LOW TWA AIR CARGO RATES	Dayton	New York (Newark)	Machines & Machine Parts	\$4.67
	Chicago	Los Angeles	Magazines & Periodicals	13.96
	New York (Newark)	Chicago	Advertising Material & Displays	5.71
	Cincinnati	Los Angeles	Electroplates & Printing Shells	20.90
	New York (Newark)	Indianapolis	Paper & Paper Products	8.31
	Indianapolis	New York (Newark)	Phonograph Records & Radio Transcriptions	8.31

TWA
TRANS WORLD AIRLINES

U. S. A. • EUROPE • AFRICA • ASIA

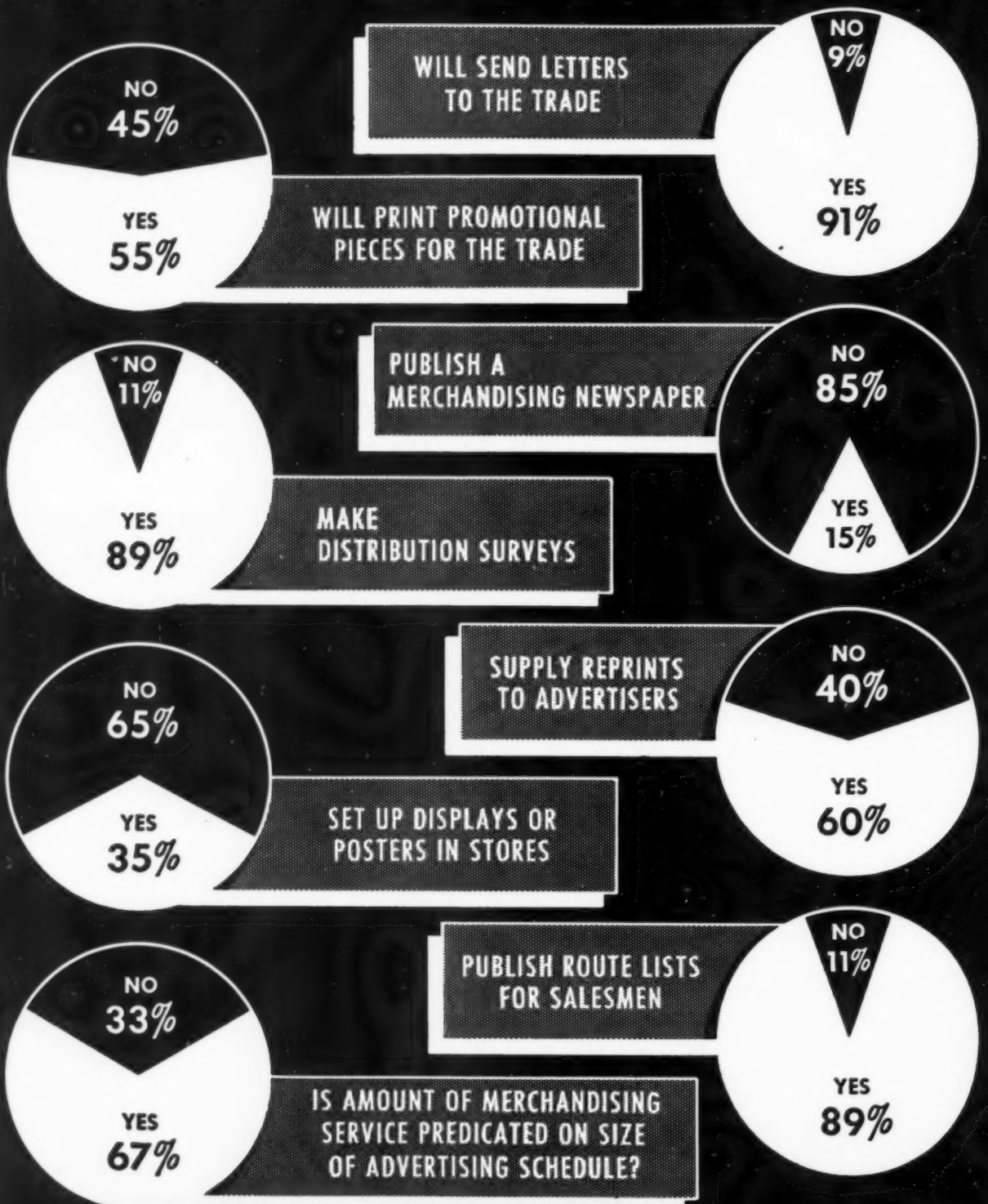


All TWA Flights carry Air Mail and Air Cargo

MERCHANDISING SERVICES

Supplied by Newspapers

More than 250 newspapers answered a questionnaire on the merchandising services they offer to national advertisers, either free or at the advertiser's expense.



Source: September, 1950, survey by Newspaper Advertising Executives Association, Inc.

PICTOGRAPH BY
Sales MANAGEMENT
11-20-50

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The Technique of Executive Leadership.

By James F. Bender. Published by McGraw-Hill Book Co., Inc. Price, \$3.50.
Dr. Bender, no stranger to SM readers, is director of the National Institute for Human Relations, an organization he founded in 1943. He also teaches a Columbia University class on how to develop executive ability. . . . In this new book he discusses in detail the ingredients which go into the making of a first-magnitude executive. To make the grade as an executive, he points out, you must (1) analyze yourself, (2) streamline your mind, (3) be a pleasure to work with, (4) grow as a speaker, (5) improve your reading habits, (6) master the interview, (7) conduct excellent conferences, (8) be a good psychologist, (9) get the most out of your physique, (10) stay tuned to modern leadership. A big order? Yes, but Author Bender makes it all seem within the realm of the possible.

Automotive Transport in Industry.

By Samuel J. Lee. Published by Fleet Management Corp., Chicago. Price, \$5.00.
The publishers believe that this is the first book to appear on the subject of automotive fleet transportation. The methods of managing company-owned cars have been approached from so many angles that it is no wonder that two companies, using exact automobiles over the same territories, will show a wide differentiation in operating costs. This book purports to show you how to operate your automobile fleets more efficiently, and at less cost. The second part of the book is virtually a manual of instruction for establishing a well-managed fleet program. The author is president of Fleet Management Corp.

Introduction to Sales Management.

By Harry R. Tosdal. Published by McGraw-Hill Book Company. Price, \$5.50.
Dr. Tosdal is professor of Business Administration, Graduate School of Business Administration, George F. Baker Foundation, Harvard University. This is the third edition of his classic. Plan follows cases, brief textual statements of general principles, and includes groups of carefully-selected, longer problems as a basis for study.

High Spot Correction

In the City National Index, 1950 vs. 1949, the retail sales figure for Camden, N.J., should read 105.6 instead of 150.6 as it appeared in our November 1st issue.

NOVEMBER 20, 1950



A STEADY MARKET

WITH

MONEY TO SPEND

TROY

New York

Factory production workers in the Troy-Albany-Schenectady area average \$64.26 weekly.* This is the second highest wage rate in the state.

It is \$3.23 higher than the wage for the state; \$3.36 higher than the average for New York City. The Troy City Zone has 142 diversified industries providing workers with money to spend the year around.

*Figures for August, N. Y. S. Dept. of Labor.

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.



MECHANICS receive "direct from the factory" instructions on ailing autos.

Tape Recorder Solves Mass Training Problem

Allen Electric's factory instructor records a well-polished training story and 70 sales engineers carry it to mechanics' after-hours classes via portable recorders tied to visuals.

The "impossible" job of sending the same man to 70 different places at the same time has been mastered by the Allen Electric and Equipment Co., Kalamazoo, Mich.

The company makes and sells automobile testing equipment which is used in garages all over the country to find out "what's wrong" with ailing automobiles.

Operating that equipment is a specialist's job—so the Allen company had to make specialists out of the auto parts men and garage mechanics in all parts of the country.

Best man for that nation-wide training job was the factory instructor, but he couldn't be everywhere at once. The job had to be done continuously over the months, in all parts of the nation.

The Allen company solved the problem by recording the instructor's voice on magnetic tape at the factory. The recording was then edited until it represented the finest possible presentation of the facts—a presentation

that was smooth, painless, easy to listen to, and easy to understand.

Then, instead of entrusting the presentation to 70 different sales engineers with 70 different teaching talents and 70 different speaking habits . . . instead of that, the firm distributed the factory instructor's presentation to all parts of the country simultaneously, by putting his presentation on 70 tape recorders and giving them to Allen's 70 sales engineers.

The tape recordings, which could be played hundreds of times without audible loss of quality, constituted a supplement to a training and educational program the Allen company already had under way.

Before the war the Allen company had conducted training courses for automotive equipment wholesalers by bringing them to the factory or to other selected centers. In addition, it had equipped its sales engineers with mobile demonstration rooms—trailers completely stocked with Allen testing equipment and parts.

Adoption of tape recordings as a part of the training plan has moved the program a big step ahead, Allen officials feel. It eliminates the need for bringing automotive wholesalers men to training centers; it eliminates the need to rely on the different teaching talents of the sales engineers in the field. The tape recording makes it possible to take the training program out into the field, complete with the voice and authority of the factory instructor. It also makes it possible to broaden the training program to include garage men who actually use the equipment.

Classes, using tape recordings and the trailer's stock of equipment and parts, are held in the evening, usually with an attendance of six to 12 mechanics and parts men. The sales engineer organizes the classes and serves as clinic director. He's the "live" part of the show—and essential to its success.

Diagrams on Display

Diagrams illustrating construction and operating features of the part under study are hung up in front of the class, and the sales engineer follows the diagram with a pointer as the tape-recorded speech progresses. In addition, each member is provided with a duplicate of the part being analyzed.

One automobile part or item of testing equipment is studied at a time. When the sales engineer has covered the entire territory on that one subject, he starts around again on another subject—such subjects as analyzing a generator regulator, engine analyzing, diagnosing service problem, spot welding, and generator repair and testing.

The result, the company reports, is decided improvement in the effectiveness of the Allen equipment in the field, because the mechanics have more knowledge of the equipment and of the parts they are testing. That, in turn, results in endearing the Allen equipment to the mechanics. They know it thoroughly now and get excellent results with it because they know more about it, and they praise the equipment accordingly.

Praise also comes from automobile manufacturers who report appreciable savings as a result of the Allen education program. Previously, they indicate, a large number of parts would be returned "defective"—when all that is needed is the know-how to make a simple maintenance adjustment. The Allen program gives auto mechanics that know-how.

A GROWING RESERVOIR OF FACTS TO HELP YOU make the most of your Advertising Dollar

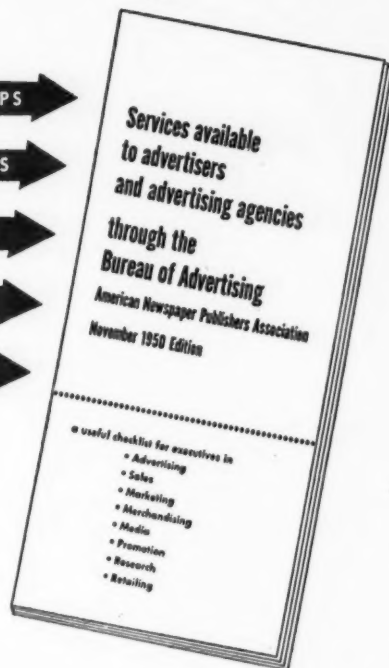
CONSUMPTION DATA BY REGIONS FOR 38 PRODUCT GROUPS

MARKET AND MEDIA DATA FOR ALL 3,072 U.S. COUNTIES

BRAND PREFERENCES OR SALES TRENDS—IN 87 MARKETS

FACTS ON SUCCESSFUL COPY AND LAYOUT TECHNIQUES

AIDS FOR MORE EFFECTIVE RETAIL ADVERTISING



Never before has objective fact been so vital to advertising success. Today more than ever, profits depend on getting top mileage from every advertising dollar.

That's why advertisers, both national and local, have been turning more and more often to the growing factual reservoir maintained for their use by newspapers' \$1,000,000-a-year investment in the Bureau of Advertising.

Now the whole broad range of these services is wrapped up for your easy reference in the just revised and updated 24-page guide, *Services Available to Advertisers and Agencies*. If you haven't received your copy, the coupon below will bring it by return mail.

Regional Facts Show Sales Opportunity

Whatever your product or problem, some of these services will be useful to you.

Regional consumption data—from Industrial Surveys Co.'s famed National Consumer Panel and other sources—may provide you a uniquely useful guide to areas or city sizes where you should be advertising for top sales results. Plus an equally useful guide to areas where advertising might be wasteful. The table at right lists just a few of the long list of products on which such data are available for you.

Localized newspaper research—in the form of newspapers' grocery inventory, consumer panel and brand preference studies—give you the means of measuring local advertising efficiency, of evaluating test promotions.

Timing Is Key to Better Retail Promotion

If you're a retail advertiser, local or chain, you'll find—as have thousands of retailers—a key to more productive advertising in the Bureau's data on *timing your promotion to consumer buying patterns*, for different products in different areas.

If your task is creative, you'll find a wealth of help toward more effective copy and layout techniques in the many Bureau studies based on the 11 years' accumulation of readership data by *The Continuing Study of Newspaper Reading*.

Many Services Available Locally

Many of these services are as close to your office, wherever you are, as your local Bureau of Advertising member newspaper. The *Services* booklet clearly guides you to the nearest source for the help you need.

To make your advertising dollar pay off—as it must pay off today—find out about all these services which newspapers now offer you. If you haven't your copy of *Services Available*, mail the coupon now.

A FEW OF THE PRODUCTS ON WHICH SPECIFIC DATA ARE AVAILABLE

Alkalizers	Liquor, All Types
Antihistamines	Margarine
Baby Foods	Oranges
Canned Goods	Pain Relievers
Coffee	Pet Foods
Cooking Oils	Prepared Desserts
Dentifrices	Shaving Cream
Deodorants	Shortenings
Flour & Mixes	Soaps, Synthetics
Frozen Foods	Soft Drinks
Hair Preparations	Tea
Laxatives	Waxes & Polishes

MAIL THIS COUPON TODAY

BUREAU OF ADVERTISING, ANPA
570 Lexington Ave., New York 22

Please send my free copy of your new booklet, "Services Available to Advertisers and Advertising Agencies."

Name _____

Title _____

Company _____

Street _____

City _____ State _____

Bureau of Advertising

American Newspaper Publishers Association

570 Lexington Ave., New York 22 • PLaza 9-6262
360 North Michigan Ave., Chicago 1 • STate 2-8681
240 Montgomery St., San Francisco 4 • EXbrook 2-8530

Sponsored by The Cleveland Press in the interest of more effective advertising.

NOVEMBER 20, 1950



DO IT BIG—OR NOT AT ALL: "We broke the campaign with a TV program scheduled to run 52 weeks, supported by magazine and business paper advertising, newspaper space, and using this as a



fulcrum we sold hundreds of department stores and chains on the idea of plunging with cooperative point-of-purchase displays and promotions."—William A. Wright, Stopette's sales vice-president.

Stopette Upsets Seasonal Sales With Fall Deodorant Promotion

As told by **WILLIAM A. WRIGHT**

Vice-President and General Sales Manager, Jules Montenier, Inc.

Traditionally, 70% of body deodorant sales are made in the sweaty summer season. An overlooked scientific fact is giving Stopette the key to a year-round market. It's being publicized by a contest tied to "What's My Line" TV show.

Never underestimate the power of a contest. Or, for that matter, a promotion well handled. You can do the impossible in merchandising, get everything set right, and Stopette has proved it. Take the \$800,000 promotional campaign we launched early this autumn, check the results, and you will see what I mean. Friends warned us that we were taking a wild gamble, and perhaps we were. This is the picture, the plan, and the result:

Deodorants became a recognized drug store item, well, something like 50 years ago. Their use has increased steadily since then. Gradually they became an important item in department and other stores. For quite a number of years now they have been

multi-million-dollar business. But, because of the deodorant manufacturers' misconception of the real force behind sales, users bought almost entirely during the hot months. With chill in the air, over-the-counter sales collapsed like a rubber balloon.

I can prove that statement with statistics. Roughly, the movement of goods into the home each year has gone something like this: First quarter, 10%; second quarter, 30%; third quarter, 40%; fourth quarter, 20%. In other words, the six hottest months accounted for 70% of the year's business.

Following habit and the course of least resistance, deodorant manufacturers have concentrated their advertising on the warm months. They've

tied their sales arguments tightly to perspiration. Perspiration, the sweat glands, seasonal body odors, and nothing else. Through all their years and despite their cleverness, they've always overlooked the main point. That is the *sebaceous gland*.

There's gold to be mined in those sebaceous glands, and Stopette, only this fall, opened the mother lode. At the base of each pore is a sweat gland. It works, of course, more and faster when you or the weather is hot. Perspiration, which is water, flows freely then. But the sebaceous gland works the year round, 365 days and sometimes 366. From it comes a fatty, oily, waxy excretion which keeps the skin soft and pliable. It is present always and as it breaks down due to body heat and decomposes, it creates what we have come to call B.O.

If this were true, and laboratory technicians assured us it was, why, we argued, should a deodorant not be sold the year round. We decided to wager \$800,000 that it could be and the campaign, readying the trade for the fall months, broke early in September.

Better Homes and Gardens

Serving more than 3,500,000 families
November 1950 • 25c • In Canada 35c

What size **BH & G?**

3½ million **BIG!**

NEWS
in holiday turkeys
dollar-saving furnishings

Yes . . . that circulation makes Better Homes & Gardens
one of the three biggest man-woman magazines—the only one
that grew so large entirely through 100% service!

HERE, for the first time, is a *selective* magazine that
has reached over 3½-million circulation—without
so much as a line of fiction.

Here, for the first time, is top-buying readership grown
to mass-circulation size—primarily through reader
loyalty and demand.

Here, in short, is the only multimillion magazine read with
equal interest by men and women that offers the strictly
service content *America's better families want*.

And that's something every advertiser of any product
wants, too—a multimillion audience screened for interest,
with every word in the magazine devoted to friendly
counsel that hits home, that stimulates an urge to
acquire all things that make for better living in all ways.

So whatever your product or service—it belongs right
here in Better Homes & Gardens, right up at the top
in circulation and selling power.



Serving a **SCREENED MARKET** of 3½-Million Better Families

Our reasoning, further, was that a campaign of this sort should be put on in a big way or not at all. We knew, of course, that we could be taking a big gamble. We broke the campaign with a TV program (Columbia Broadcasting System) scheduled to run 52 weeks, a half hour program every Sunday evening, supported by national magazine advertising, business paper advertising,

newspaper space and, using this as a fulcrum, we sold hundreds of department stores and chains on the idea of plunging with cooperative point-of-purchase displays and promotions.

The gadget we used to get immediate attention from the public was our \$1,000 a week TV contest. Our announcement said:

"You can win \$1,000 or an exquisite Schiaparelli suit and coat and

an all-expense trip to New York for your fitting in Stopette's great \$1,000 a-week prize contest! Contest opens October 8, closes December 3, 1950. Eight great weeks! Eight great \$1,000 prizes! Complete this statement in 25 words or less: 'I prefer Stopette to all other deodorants because'"

We told store buyers and sales executives: "Push and promote all deodorants, not only Stopette. We are trying to prove a point. We believe deodorants can be sold during colder months. Let's all work together to find out."

That appeal, couched in unselfish terms, appealed to them and we got amazing cooperation. In the bigger metropolitan centers we added this:

"Think, we are going into 38 TV cities with this campaign."

Program for Tie-Ins

We worked out a program for localized tie-ins with stores. Station announcements, we told them in advance, would promote cooperating stores as:

In Chicago, Carson Pirie Scott & Co., Mandel Brothers, Goldblatt, Wiebolt, the Walgreen stores; in Detroit, Hudson's, Cunningham Drug, Crowley, Ernst Kern; in New York, Liggett, Whalen Drug, Gimbel, Frederick Loeser and Goertz of Jamaica, and so on throughout the nation. Two programs, October 22 and 29, were scheduled to point announcements to "Your Friendly Corner Drugstore." There were other variations to give each cooperating element its hour.

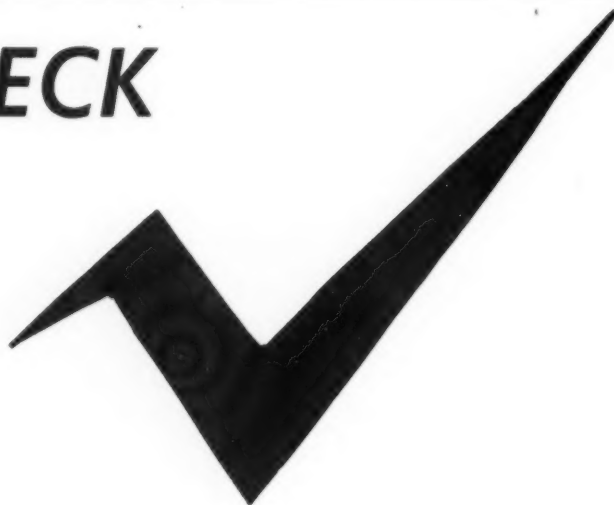
We urged buyers to estimate their requirements for three months and to lay in enough stock to protect themselves. The majority of them saw the point and bought liberally, hedging against the buying wave that might or might not come. Quickly surprising results followed.

One retail outlet with a normal

Beg Pardon

An extra zero was added, in error, in the article, "Which Salesmen's Auto Pay Plan Is Best?" *SALES MANAGEMENT*, November 1, 1950, page 79. Harry O. Mathews, manager, fleet operations, Standard Brands, Inc., should have been quoted as stating that leasing would cost between \$15 and \$18 per car per year above the company's present costs to lease. That would be some \$18,000 (not \$180,000 as given) on the present [Standard Brands'] 1,000-car fleet.

CHECK



DOES YOUR FILM PRODUCER OFFER

- | | |
|-------------------|------------------------|
| ✓ WRITING STAFF | ✓ QUALITY CONTROL |
| ✓ PRODUCING STAFF | ✓ DEADLINE RELIABILITY |
| ✓ BUSINESS STAFF | ✓ FINANCIAL SECURITY |
| ✓ FULL FACILITIES | ✓ 37 YEARS' EXPERIENCE |

You've heard it before and you'll hear it again . . . "There's no substitute for experience!" An ever-increasing group of sales managers is learning that 37 years of Atlas know-how is an important factor in the production of top quality motion pictures, slidefilms and television commercials. Your inquiry is invited.

Atlas Film Corporation

Established 1913

1111 South Boulevard

Oak Park, Illinois

expectancy of 20 gross sales every two weeks during the hot season plunged and ordered 325 gross in September. Its buyer informed us that the store would tie-in with window and counter displays. We shipped two-thirds of the order and on October 11 the buyer called us long distance to excitedly tell us that the store was out of stock and please hurry more goods. He suggested delivery by air.

Mob Counters

It seemed that women were mobbing the counters to buy bottles of Stopette and so obtain contest entry blanks. Another buyer, via long distance telephone, fairly screamed: "You don't know what's going on here. Crowds of people are asking for those darned tags." The tag was a little leaflet giving contest information.

To spur the interest of salespeople we worked out a program which meant push prizes to back-of-the-counter workers. That added speed to the promotion. In preparation for the grand push, our national magazine, business paper and newspaper advertising was started in September. Our campaign aimed at dealers and distributors was well under way by October 1. Our TV program started on October 8. Mobbing of stores by buyers started October 9. That shows how fast a program, announcing a contest, can be spread across the nation in jigtime with our present-day facilities for communication.

Remember, Stopette, a spray deodorant in a new type of plastic spray bottle, was born as recently as 1947. During that first year, merchandising only through department and drug stores, we sold 493,874 bottles. The next year, adding beauty shops and selling through wholesale druggists, sales zoomed to 2,186,347 bottles. In 1949, adding military exchanges and

variety stores, we sold 5,077,953 bottles. For 1950 we set our sights at 10,000,000 bottles and by November 1 had sold approximately 9,500,000 bottles.

At this time we have a full month to go before the TV contest ends. Wholesalers and stores of all kinds are sending in emergency requests for more stock. We are informed hourly that this store and that one is cleaned out of Stopette and please hurry. Our factory is in turmoil because it has been pressed to put out in three months more goods than we had dared to expect would be wanted

during the six months of cold weather.

What had done all this? Dr. Jules Montenier's knowledge of the sebaceous gland. We are telling about it and its ability to spread the B.O. season over 12 months instead of a mere six. That, plus the biggest promotion ever organized to sell deodorants, backed by an \$800,000 promotion which includes a prize contest.

Store by store the promotion has been working out like this or better: Stores, for example, that normally sold five gross bottles in July and one gross in October, this year sold 10 gross in October.

HAVE YOU WRITTEN THAT CHRISTMAS LETTER TO YOUR CUSTOMERS?

You can get some ideas from the November "Sales Letter Round Table" which will feature the best *Christmas* letters to customers, prospects, dealers and distributors. Every month the "25 best sales letters" are picked from hundreds submitted by the staff of SALES MANAGEMENT. Would you like to see them regularly? For information on how you can join the Sales Letter Round Table, write SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

See...

Self-Service
Selling Comes to
the Lumber Yard

If you are responsible for the sale of any of the 8-10,000 items building material dealers handle, you will want to read "Customers Find What They Want Here" on Pages 54-55, BUILDING SUPPLY NEWS for November.



November Issue

**BUILDING
SUPPLY NEWS**

5 South Wabash Ave., Chicago 3

NOVEMBER 20, 1950

Toughest Sale I Remember



"He tried to browbeat a desperate man."

The Sale I Simply Had To Make

BY E. C. LEE

I entered the wallpaper and paint business as an apprentice to house decorating, but after a year or two became dissatisfied with what I was being taught. I learned that the French were masters in decorating and made up my mind to leave home and find employment there.

I arrived in Paris with money enough to last about a week, with no idea of where I was going to find a job, and knowing only a few words of French.

At the end of the first week I had exhausted my funds and seemed no nearer to a job than when I arrived.

Then the moment came when I had to get some funds or go without food and lodging. I remember quite well sitting on a bench in one of the boulevards thinking what a young fool I had been to leave home for a foreign country where no person knew me and none cared if I lived or died. I thought of my old mother and the lovely cakes she made and I thought of my old dad and his pretty garden, and of the silver watch he had given me as a parting present. I took this from my pocket and looked at it, and decided that I must sell it, but where could I find anyone to buy it?

During my wanderings I came across a tailor's shop with "English spoken" on the window, and decided to go in and find out where I could raise money on the watch.

Mr. Lee is general manager and a member of the board of directors, Arthur Sanderson & Sons, Ltd., London, England, makers of wallpaper, paints and printed fabrics.

The assistant who approached me did not understand a word of what I said and naturally assumed I wanted to see some material for a suit. He brought out a bale of cloth and while holding it between his fingers told me, I suppose, what good stuff it was and how cheap.

My efforts at rejecting his offer and asking again to speak to the man who spoke English brought out another bale of cloth and the same procedure. Each time I tried to explain what I wanted it was interpreted to mean that I did not like the cloth until I was faced with a small mountain of bales.

At long last the assistant who spoke English came up to me and inquired my needs, and his chagrin perhaps can be imagined when I explained that I was in desperate need of cash and wanted to sell my watch. He explained he was a tailor and not a watchmaker and that I had wasted the time of his assistant. Furthermore, I had better get out as quickly as possible!

That English-speaking Frenchman made one fatal mistake: He tried to browbeat a desperate man. I'm not recommending that sales managers withhold remittances from their men until the latter are hungry and desperate but it is true that when you are in that condition it is just downright impossible to take "no" for an answer.

The merchant couldn't withstand my frenzied sales appeal. He bought my watch for enough to keep me going for another week and by that time I had found a job which I retained until the outbreak of World War I. Since that day I have had many interesting experiences on the road and as director of this company, but none of them will remain in my mind in such precise detail as this, my first experience in selling an unwilling buyer.



*"I believe every
company should..."*

MR. CLARENCE FRANCIS

Chairman of the Board, General Foods Corporation

"I believe every company should conduct a person to person canvass right now, for the best way to promote the sale of U. S. Savings Bonds is to put an application card into each employee's hand and allow him to reach his own decision."

As one of America's top executive salesmen, Mr. Clarence Francis knows that you sell more when you "ask the man to buy." Naturally, that means a person to person canvass of all your employees, but it is not as difficult as it may sound. In fact, it is very simple:

Tell your employees personally—or over your signature—why the automatic purchase of Savings Bonds through the Payroll Savings Plan is good for them and their country.

Designate your Number One Man to organize the canvass and keep it moving.

Enlist the aid of employee organizations—they will be glad to cooperate with you.

With posters, leaflets, and payroll envelope enclosures remind your employees of the many benefits of

the Payroll Savings Plan. Your State Director, U. S. Treasury Department, Savings Bonds Division, will furnish you, free of charge, all the promotional material you can use.

Be sure that every man and woman on the payroll is given a U. S. Savings Bond Application Form.

Thousands of companies, large and small, have just completed or are now conducting person to person canvasses. Their reports are a challenge to every company that does not have a Payroll Savings Plan . . . 50% employee participation . . . 60% employee participation—some of them have gone over 80%.

All the help you need to conduct your person to person canvass is available from your State Director, U. S. Treasury Department, Savings Bonds Division. Get in touch with him.

The U. S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the G. M. Basford Company and

SALES MANAGEMENT



Men's Wear Market Gains Above Retail Average 1939-1948

The "White's Men's Wear Retail Market Guide," recently published, selects the key merchants as well as the key local market areas for this \$4.4 billion (1948) business. The 215% gain was 5% higher than for total retail trade, and comes from a 241% increase in men's furnishings which more than compensated for a sub-par performance of 191% on men's clothing.

The top 6 states (New York, Pennsylvania, Illinois, California, Ohio, Texas) account for 48.8% of the retail volume, and with the next 6 states (Michigan, New Jersey, Massachusetts, Indiana, Missouri, Wisconsin) 68.7% of the volume is concentrated.

The Guide provides detailed information on total men's wear, and separate totals for both clothing and furnishings; city by city it totals the number of primary outlets, and lists by name, store type and local advertising lineage the leading retailers.

Through the courtesy of Joseph White & Associates, Chicago, S. M. is privileged to reprint two of the tables from the Guide.

Changes in Men's Wear Sales 1948-1939

By Regions and States

STATE	PERCENT INCREASE 1948 over 1939		
	Total Men's Wear Sales	Men's Clothing	Men's Furnish- ings
New England			
Maine	240%	247%	234%
New Hampshire	207	168	247
Vermont	146	136	155
Massachusetts	182	162	207
Rhode Island	188	168	213
Connecticut	203	177	242
Subtotal	191%	171%	217%
Middle Atlantic			
New York	192%	193%	192%
New Jersey	248	251	245
Pennsylvania	204	186	226
Subtotal	204%	198%	211%
E. North Central			
Ohio	193%	173%	218%
Indiana	230	209	254
Illinois	197	179	220
Michigan	239	223	257
Wisconsin	266	222	316
Subtotal	204%	193%	241%
W. North Central			
Minnesota	133%	94%	176%
Iowa	185	146	232
Missouri	193	140	259
North Dakota	155	98	207
South Dakota	151	64	231
Nebraska	179	149	209
Kansas	231	193	259
Subtotal	177%	132%	226%

STATE	PERCENT INCREASE 1948 over 1939		
	Total Men's Wear Sales	Men's Clothing	Men's Furnish- ings
South Atlantic			
Delaware	164%	159%	169%
Maryland	185	166	208
D. of C.	179	141	228
Virginia	276	254	266
West Virginia	285	274	297
North Carolina	251	207	286
South Carolina	349	321	339
Georgia	178	140	212
Florida	353	322	387
Subtotal	244%	214%	274%
E. South Central			
Kentucky	188%	161%	214%
Tennessee	219	194	241
Alabama	233	170	290
Mississippi	186	111	242
Subtotal	209%	169%	246%
W. South Central			
Arkansas	202%	162%	224%
Louisiana	252	229	272
Oklahoma	164	125	188
Texas	284	249	312
Subtotal	252%	221%	276%
Mountain			
Montana	72%	28%	103%
Idaho	216	140	267
Wyoming	239	185	267
Colorado	146	116	178
New Mexico	271	224	305
Arizona	299	196	387
Utah	219	157	274
Nevada	231	172	276
Subtotal	213%	132%	231%
Pacific			
Washington	247%	213%	282%
Oregon	262	214	314
California	258	230	288
Subtotal	257%	226%	289%
Total U. S.	215%	192%	241%

151 Key Markets Ranked in Order of Total Men's Wear Sales

The 151 markets account for 76.2% of the nation's men's wear sales. To get the percentage for a given city, readers should subtract the cumulative total for the city immediately above, from the total given for the city being examined. Example: To get the Los Angeles percentage of the national market, subtract 19,847 from 23,617. Los Angeles should supply \$3,770 of each \$100,000 in national sales or 3.77%.

(See Market Table on page 84)



The Till Tells the Tale!

IN THE FIRST 10 MONTHS OF 1950 THE

CHICAGO DAILY NEWS

Published

1,572,516 LINES

OR

48.4%

OF ALL THE

RETAIL FOOD ADVERTISING

APPEARING IN CHICAGO DAILY NEWSPAPERS



*Liquor Linage Omitted

Source: Media Records

CHICAGO DAILY NEWS

For 75 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

•NEW YORK OFFICE: 9 Rockefeller Plaza •LOS ANGELES OFFICE: Story, Brooks & Finley Inc., 624 Guaranty Bldg.
•DETROIT OFFICE: Free Press Building •MIAMI OFFICE: Horace E. Loomis & Sons, 1524 N. E. Second Ave.

151 Key Markets of Total Men's Wear Sales

Rank	Market Area and State	Per \$100,000 of U.S. Total Cumulative	Rank	Market Area and State	Per \$100,000 of U.S. Total Cumulative
1	New York, N.Y. - Newark, N.J.	\$13581	76	Fort Wayne, Ind.	66589
2	Chicago, Ill.	19847	77	Flint, Mich.	66782
3	Los Angeles, Cal.	23617	78	Peoria, Ill.	66970
4	Philadelphia, Pa.	26739	79	Huntington, West Va.—	
5	Detroit, Mich.	29480		Ashland, Ky.	67157
6	Boston, Mass.	32114	80	Asbury Park, N. J.	67343
7	San Francisco—Oakland, Cal.	34212	81	El Paso, Texas	67528
8	Pittsburgh, Pa.	35994	82	Erie, Pa.	67713
9	Washington, D. C.	37563	83	Tampa, Fla.	67897
10	Cleveland, Ohio	38926	84	Phoenix, Ariz.	68080
11	St. Louis, Mo.	40237	85	Reading, Pa.	68260
12	Baltimore, Md.	41300	86	Johnstown, Pa.	68439
13	Buffalo—Niagara Falls, N. Y.	42329	87	Madison, Wisc.	68619
14	Milwaukee, Wisc.	43250	88	Evansville, Ind.	68798
15	Minneapolis, Minn.	44149	89	Spokane, Wash.	68968
16	Houston, Texas	45031	90	Shreveport, La.	69135
17	Cincinnati, Ohio	45877	91	Atlantic City, N. J.	69299
18	New Orleans, La.	46565	92	Davenport, Iowa—Rock Island, Ill.	69461
19	Dallas, Texas	47237	93	Portland, Maine	69622
20	Indianapolis, Ind.	47889	94	Lansing, Mich.	69783
21	Kansas City, Mo.	48538	95	Charlotte, N. C.	69943
22	Miami, Fla.	49123	96	Mobile, Ala.	70094
23	Seattle, Wash.	49680	97	Uniontown, Pa.	70243
24	Providence, R. I.	50215	98	Knoxville, Tenn.	70392
25	New Haven—Waterbury, Conn.	50719	99	Lancaster, Pa.	70537
26	Portland, Oregon	51222	100	Spartanburg, S. C.	70680
27	Hartford—New Britain, Conn.	51720	101	Chattanooga, Tenn.	70822
28	Memphis, Tenn.	52198	102	Greensboro—High Point, N. C.	70963
29	Louisville, Ky.	52667	103	Bakersfield, Cal.	71104
30	Atlanta, Ga.	53129	104	Pottsville—Shenandoah, Pa.	71244
31	Norfolk—Portsmouth—		105	Tacoma, Wash.	71383
	Newport News, Va.	53583	106	Roanoke, Va.	71522
32	Albany—Schenectady—		107	Lincoln, Nebr.	71660
	Troy, N. Y.	54013	108	Corpus Christi, Texas	71794
33	Youngstown, Ohio	54428	109	Stockton, Calif.	71928
34	Rochester, N. Y.	54842	110	Sioux City, Iowa	72059
35	Dayton, Ohio	55254	111	York, Pa.	72186
36	Denver, Colo.	55664	112	Charleston, S. C.	72313
37	Bridgeport, Conn.	56065	113	Little Rock, Ark.	72439
38	Columbus, Ohio	56463	114	Newburgh—Middletown, N. Y.	72563
39	Worcester, Mass.	56855	115	Baton Rouge, La.	72685
40	San Antonio, Texas	57247	116	Galveston, Texas	72806
41	Birmingham, Ala.	57630	117	Lubbock, Texas	72926
42	Allentown—Bethlehem—		118	Greenville, S. C.	73043
	Easton, Pa.	58013	119	Hamilton—Middletown, Ohio	73160
43	Wilkes-Barre, Pa.	58387	120	Austin, Texas	73273
44	San Diego, Cal.	58747	121	Amarillo, Texas	73386
45	Springfield—Holyoke, Mass.	59102	122	San Bernardino, Cal.	73498
46	Toledo, Ohio	59439	123	Binghamton, N. Y.	73610
47	Grand Rapids, Mich.	59749	124	Waco, Texas	73721
48	Fort Worth, Texas	60054	125	Cedar Rapids, Iowa	73830
49	Akron, Ohio	60358	126	Rockford, Ill.	73937
50	Omaha, Neb.	60643	127	Sunbury—Shamokin, Pa.	74042
51	Syracuse, N. Y.	60921	128	West Palm Beach, Fla.	74145
52	Nashville, Tenn.	61190	129	Manchester, N. H.	74247
53	Des Moines, Iowa	61457	130	Columbia, S. C.	74348
54	Charleston, W. Va.	61715	131	Lexington, Ky.	74447
55	Scranton, Pa.	61959	132	Topeka, Kan.	74546
56	Trenton, N. J.	62203	133	Williamsport, Pa.	74644
57	Richmond, Va.	62446	134	Columbus, Ga.	74741
58	Oklahoma City, Okla.	62687	135	Springfield, Ill.	74838
59	Wheeling, W. Va.—Steubenville, O.	62927	136	Wichita Falls, Texas	74932
60	San Jose, Cal.	63167	137	Lorain, Ohio	75025
61	Saginaw—Bay City, Mich.	63402	138	Ann Arbor, Mich.	75118
62	Sacramento, Cal.	63636	139	Savannah, Ga.	75210
63	Fall River—New Bedford, Mass.	63869	140	Duluth, Minn.—Superior, Wisc.	75302
64	Canton, Ohio	64101	141	Battle Creek, Mich.	75392
65	Harrisburg, Pa.	64321	142	Winston-Salem, N. C.	75482
66	Jacksonville, Fla.	64541	143	Tucson, Arizona	75571
67	St. Petersburg, Fla.	64753	144	Pittsfield, Mass.	75660
68	Wichita, Kan.	64964	145	Waterloo, Iowa	75748
69	South Bend, Ind.	65173	146	Altoona, Pa.	75834
70	Wilmington, Del.	65382	147	Kalamazoo, Mich.	75919
71	Tulsa, Okla.	65591	148	Terre Haute, Ind.	76003
72	Fresno, Cal.	65797	149	Montgomery, Ala.	76087
73	Salt Lake City, Utah	66000	150	Bangor, Maine	76171
74	Utica—Rome, N. Y.	66198	151	Green Bay, Wisc.	76255
75	Beaumont—Port Arthur, Texas	66396			

From Reels



To Refrigerators



OXFORD PAPERS

HELP BUILD SALES

WHETHER your object is to increase sales for sporting equipment, major household appliances or any other product, Oxford Papers can help you assure greater effectiveness for the printed material you produce or buy. That's because each of the many Oxford coated and uncoated grades has been designed to help you produce successful, action-compelling printed promotions by adding the finishing touch of quality to fine copy, art and printing. Why not select a paper from the nationally recognized Oxford line for your next printed piece? It will help to make the job outstanding.



Your Oxford Paper Merchant is a Good Man to Know
You can count on your Oxford Paper Merchant for prompt service and practical, friendly help in meeting your needs for paper. His long experience with paper and paper problems can help you produce a better job more economically. Get in touch with him today and ask for a copy of the helpful Oxford Paper Selector Chart. Or, write direct to us.

OXFORD PAPER COMPANY **OXFORD MIAMI PAPER COMPANY**
230 Park Avenue, New York 17, N. Y. 35 East Wacker Drive, Chicago 1, Ill.
MILLS AT RUMFORD, MAINE, AND WEST CARROLLTON, OHIO

Nation-wide Service Through Oxford Paper Merchants

Albany, N. Y.	W. H. Smith Paper Corp.
Atlanta, Ga.	Wyant & Sons Paper Co.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
	The Charlotte Paper Co.
Chattanooga, Tenn.	Bond-Sanders Paper Co.
Chicago, Ill.	Birmingham & Prosser Co.
	Bradner, Smith & Co.
	The Whitaker Paper Co.
Cincinnati, Ohio	The Johnston Paper Co.
	The Whitaker Paper Co.
Cleveland, Ohio	The Cleveland Paper Co.
Columbus, Ohio	Scioto Paper Co.
Dayton, Ohio	Cincinnati Cordage Co.
	The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Knoxville, Tenn.	Louisville Paper Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
	The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co.
	Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
	Brubaker Paper Co.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc.
	(Div. of Carter, Rice & Co. Corp.)
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	C. A. Esty Paper Co.
	(Div. of Carter, Rice & Co. Corp.)



*This is a moving point of light—caught by the camera.
It is the business press swinging into all the complicated reaches of
American industry... carrying information into every field...
up and down at all levels... spreading out to every vital point of contact.*

In ordinary times, you use the business press to help sell... and there's no other way to do so much for so little. You can use it to "tell all" about your products. To introduce new lines. To help dealers do a better job. To talk directly to management, engineers, designers, researchers, distributors... mostly with the single goal of *more sales*.

But what happens when step-by-step mobilization puts a big question mark on your sales plans? Then your problems multiply. And for every new problem, you have a new job for the business press.

You can still sell... and more than ever. Or you can placate customers, if you're plagued by shortages. You can still help your dealers do a better job... whether they have fat inventories or lean ones.

You can still talk directly to management, engineers, designers, researchers, distributors... stretch the reach of your sales and service staff... keep touch with every man who influences the life of your product—and its future.

Now, as controls and scarcities again toss an all-too-familiar monkey wrench into the machinery of competition... take a fresh look at the vital crisscross of communications put into your hands by the business press.

Line up the publications that serve the men who buy, use and sell your product... especially, the ABP publications that serve each field so well they're bought-and-paid-for by the men who read them. Use them—to the full—to meet a dozen changing needs, swiftly and directly.

business press... in action!

Five jobs for these times

Keep your customers sold—If a major product is scarce, feature a minor one, to keep your trademark out front—your customers buying from you. Or sell quality, service, reputation, to keep your product high in demand when the tide turns.

Keep them informed—Is there plenty? Say so. Is there scarcity? Tell *why*. Is shortage temporary? Have you a substitute that can do the job as well... or better? What should your customers say to *their* customers? Erase confusion... sell both your product and your company.

Keep them operating—Tell how to make your product last longer, serve better, hold out till you can make new deliveries... how a manufacturer can keep producing, a dealer can keep selling. Help solve your customers' problems and you've solved a long-range selling problem of your own.

Protect your position—Maybe *improve* it. You have built a position of strength... perhaps leadership. Don't let it slip. Use friendly, informative advertising to hold the preference of old customers... sell new men fast... keep your distribution line-up solid.

Build for the future—Pre-sell now what you can deliver later. Or introduce new services. Or develop new products, while demand runs high. Remember that many emergency-inspired products became sales leaders—built new businesses.

Five helps for your planning

1. WARTIME GUIDE... revised. (How to advertise in a mobilized economy.)

2. COPY THAT CLICKS (Reprinted by popular demand.)

3. TWENTY POINTS (Check list of factors that make business paper advertising effective.)

4. WHAT YOUR DEALER WANTS TO KNOW (The kind of information dealers want... and how they use it.)

5. BUSINESS PAPER READERSHIP (Four surveys from the Continuing Study of Business Papers, by the Advertising Research Foundation. A wealth of new information about editorial and advertising readership... and how many readers influence purchases, or specify brands... to help you evaluate the business press and use it effectively.)

Of these, all are free except No. 5. Write or phone ABP for the free helps and ask how you can obtain copies of the ARF studies.



THE ASSOCIATED BUSINESS PUBLICATIONS



205 East 42nd Street, New York 17, N. Y.—Murray Hill 6-4980

The group of ABC-audited, paid circulation business publications which has been cooperating since 1916 to maintain and enhance the standards of business paper publishing, in the interest of the reader and the advertiser as well as the publisher.

Advertising

MEDIA... AGENCIES... SERVICES

Merchandising Services Sharpened and Limbered By AAAA for "Current Emergency"

Not "Which way will the cat jump;" rather, "How to jump quicker than the cat—whichever way," might suggest the advertising industry's approach to the "current emergency."

During the 1950 Eastern Annual Conference of the American Association of Advertising Agencies held in New York City, October 31 and November 1, most of the talks on merchandising, research, media and creative operations were developed to give flexibility and cutting edges to advertisers' sales efforts.

Said Lawrence Valenstein, president, Grey Advertising Agency, Inc., "I think it is a fairly safe assumption that business, sometime during the year 1951, will fall into two groups: One group consisting of businesses that are *oversold*, and the second group consisting of businesses that are able to produce as much and even more than the consumer market can easily absorb. . . . For instance General Electric says that appliances will require hard selling in 1951, but other appliance producers insist that their sole job will be to keep up with demand."



PHILIP FRANK, former BMB executive secretary, joins A. C. Nielsen Co. as public relations director, Radio and Television Division.

"It seems likely that a major portion in many lines of business in the coming months will be to help the distributors unload excessively large inventories profitably," Mr. Valenstein continued. "That demands hard promotion, smart merchandising and keen advertising. . . ."

He urged agency men whose clients are not now oversold to look equally hard at problems that go along with shortages, those with oversold clients to consider the problems of normally competitive selling.

Mr. Valenstein cheerfully reminded his audience that the advertising agency business is normally "of an emergency nature," and that, therefore, "we really ought to be able to take emergencies in our stride—including the current one."

Display Space Limited

Paul J. Capp, American Stores Co., warned advertisers that most food stores have limited display facilities. He suggested that food manufacturers experiment with small talking shelf signs to draw customer attention to products. "These should be planned for a modest amount of shelf space, as too large shelf signs will not be used."

Concerning co-operative newspaper advertising, he advised, "If space is paid for on the basis of the national line rate, and the merchandise is priced apart from advertising considerations, support of the distributor could improve." Finally: "Do not send specialty salesmen into stores of corporate chains without pre-arrangement with chain sales managers."

Harry S. Sylk, president, Sun Ray Drug Co., pointed out that, "In our particular business, whether it was before or after a war or during peacetime, it is always an emergency." He



MURIEL, svelte new TV figure, lures following for Muriel Longfellows in select television markets for the P. Lorillard Co.

then developed the theme that emergencies mother inventive merchandising, and drew upon Sun Drug cases in point to illuminate this idea.

"Fifty percent of the people who use tooth brushes in this country buy Dr. West tooth brushes and only two percent of these people buy Dr. West tooth paste—as against the comparison that over 50% of the people buy Colgate tooth paste and Colgate cannot get to first base with their tooth brushes." He continued, saying that 70% of the razor blades bought are Gillette and their shaving cream is an "also ran," while Barbasol shaving cream, leaders in the field, cannot get their users to buy Barbasol blades; Listerine, a leader in antiseptic and throat gargles, puts out a cough drop "and nothing happens." Vicks, though, with a very popular cough drop, had to take a gangle of the market because of no sales.

John E. O'Brien, director of grocery merchandising, Ruthrauff & Ryan, Inc., spoke on handling promotions successfully in the current market. He said (1) they must be tightly organized—almost self operating; (2) follow-through is vital—the salesmen must know how to present the plan to the trade; (3) flexibility is the keynote of emergency planning.

"Flexibility," he defined, "is the ability to do, as well as to undo. . . . 'Wait and see' doesn't sell goods. . . . Flexibility in emergency selling means being ready with plans and ways and means to cope with any circumstance, not putting off decisions until the last minute and then making-do with expedients."



pulling power

It's the reaction of the audience that counts. In First 3 Markets Group your advertising plays before an active audience of over 7 million families in the marketing area of New York, Chicago and Philadelphia where over 1/3 of all U.S. retail sales are made. Place your advertising before this audience by using...

the group with the Sunday Punch

FIRST 3

MARKETS GROUP

NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER

rotogravure
colorgravure

picture sections
magazine sections



New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Cal., 1127 Wilshire Blvd., MIchigan 0578



GEORGE M. ROWLAND, JR.,
elected vice-president in charge of
sales for the Gardner Display Co.

New Show Case For Ad Bureau Services

To help advertisers in today's increasingly intense search for more sales tools—sharper and more diversified—the Bureau of Advertising, ANPA, is displaying its line of research and selling services in greater detail than ever before.

Showcase for the Bureau's sales aids, both national and retail, is a new 24-page edition of its frequently revised and reprinted booklet, "Services Available to Advertisers and Advertising Agencies."

Concurrent with the new publication, Harold S. Barnes, Bureau director, discloses that there has been a twelve-fold growth in Bureau research personnel since its expansion program was begun in 1945.

"Never before," says Mr. Barnes, "has objective fact been so vital to advertising success. Today more than ever, profits depend on getting top mileage from every advertising dollar."

The Bureau has offered its services guide to the entire advertising field via a widely placed business paper advertisement calling advertisers' attention to "A Growing Reservoir of Facts to Help You Make the Most of Your Advertising Dollar." Copies have been mailed also to its approximately 1,000 United States and Canadian daily newspaper members.

See...

What Won't They Give for Christmas

Do people give 2 x 4s, roofing, insulation, wall-board and the like for Christmas? How BSN's readers use local advertising to stimulate practical gift buying, may give you an idea. See Pages 52-53 for November.



November Issue

**BUILDING
SUPPLY NEWS**

5 South Wabash Ave., Chicago 3

High on the list of Bureau services to national advertisers and agencies outlined in full for the first time in the new booklet are the analyses—by regions and, in many cases, by city sizes, developed by Bureau research in large part from the 5,000-family National Consumer Panel operated by Industrial Surveys Co. and made available in various forms by the Bureau to any advertiser or agency for the asking.

In addition to data on sales of 38 product classes available on a regional or state basis, the Bureau also lists as available for advertisers and agencies the data produced by localized newspaper research on sales trends and brand preferences in 87 different markets. These data include those generated by the currently operating newspaper-sponsored Monthly Grocery Inventory projects, the consumer brand preference studies conducted by newspapers in 72 markets and the four currently operating newspaper consumer panels.

The Bureau also places heavy emphasis in the booklet on retail advertising services available to retail advertisers via the retail departments of member newspapers.

Readership research—a field in which the Bureau of Advertising was a pioneer in its financial sponsorship of the advertiser-agency conducted "Continuing Study of Newspaper Reading," launched in 1939—includes a long line of readership analyses designed to help creative copy and layout planners get more from their clients' advertising dollars in terms of actual readers.

Another section of the booklet lists slide and stripfilm presentations especially designed to help manufacturers sell their distributors and dealers on the local sales power of the national newspaper advertising which they buy.

There is an outline of the County Market & Media Data Index. Facts on population, number of families, newspaper and magazine circulation, radio homes, and SALES MANAGEMENT's estimates of food sales, general merchandise sales, drug sales and effective buying income are available for advertisers' and agencies' use from this particular section of the Bureau's "fact reservoir."

WDTV Promotion By- Passes Newspaper Strike

With Pittsburgh in its fourth week of a daily newspaper strike, Du Mont's television station, WDTV, is solving the problem of getting its program schedule to the public.

Direct mail, the telephone, and



L. ROHE WALTER is new director
of client relations for Sweet's Catalog Service, F. W. Dodge Corp.

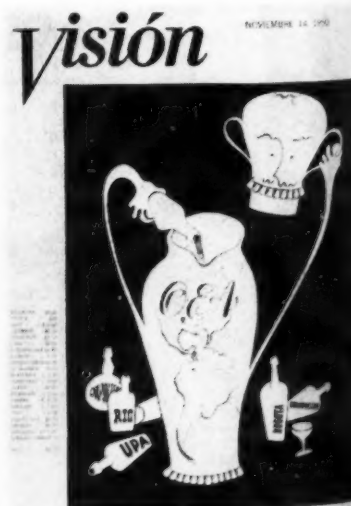
department store co-operation is being used by the station to reach its viewing audience of more than half a million people, according to Donald A. Stewart, general manager.

WDTV arranged to have its schedule printed in the program schedules of the four largest department stores in the city. The four stores distributed over 240,000 programs weekly. A local telephone answering service volunteered its facilities and provided the television public of the Pittsburgh station with information. The service has been answering over 14,000 calls weekly regarding WDTV programs.

As last reported, WDTV, in addition to on-the-air promotion, has been distributing 1,600 copies of its schedules to the press and trade and has been handling about 1,000 phone calls weekly dealing with program information.

Vision Widening Latin American Markets

The first issue of *Vision*, Spanish language newsmagazine designed to reach Latin American readers for



COVERING *Vision's* first issue this month
which covers world news for Latin America

SALES MANAGEMENT


We're sending you some pieces like these...

Buy some kind of a list somewhere ...
get your office girl to do the addressing
in her spare time

... you can find a place to get them imprinted .. or you can use a rubber stamp

... you can get mailing
instructions from the
postoffice

... try to get them mailed
on the prescribed
dates if at all
possible



**Stop wasting money with this
kind of dealer-help direct mail!**

Your dealer help advertising cannot start producing results until it is received by the consumer.

And that is just the trouble with a lot of dealer-help direct-mail advertising. It's well-prepared, layouts are excellent, copy is fine, the printing is the best—but the material never reaches the consumer!

Too often the final, important step of actually placing your advertising in the mail is left in the hands of the dealer. And most dealers simply haven't the time, the inclination, or the facilities to handle systematic mailings to prospects. They are too busy handling the many other details of running their businesses. And what is even more important, few dealers have the most important requisite of a suc-

cessful direct mail program—a satisfactory mailing list.

Your best assurance that your dealer-help direct-mail advertising dollars will hit the right mark at the right time is Donnelley's complete direct mail service. This service includes planning the campaign, supplying of mailing lists, creating the pieces, printing the material, imprinting, addressing, and mailing.

With Donnelley service, you don't have to rely on dealers to do any of the work necessary to get your advertising in the consumers' hands. There is no work or worry on either your part or theirs, and both you and your dealer get full value from the advertising dollars spent.

To get the full story on a Donnelley-produced campaign, call or write your nearest Donnelley Office.

THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.
CHICAGO 16, ILL.

305 E. 45th ST.
NEW YORK 17, N.Y.

727 VENICE BLVD.
LOS ANGELES 15, CALIF.

European as well as South and North American advertisers, has been published—November 14—and is being air-expressed throughout Latin America from printing plants in Chile and Texas.

William E. Barlow, president of Vision, Inc. (headquarters, New York City), announced the publication less than two months ago. Since that time, the staff of 18 has grown to 33 in New York City, two in Washington, D.C., five staff members and 30 representatives in Latin America, two in Paris, and correspondents scattered around the globe.

According to Alex Nimick, *Vision's* advertising manager, plans are nearing completion for advertising offices in London and California in addition to those now operating in New York City, Chicago and Paris.

Among the companies with advertising scheduled in *Vision* are: Admiral Corp.; Borg-Warner International Corp.; Braniff International Airways; Bundy Tubing Co.; Electric Auto-Lite Co.; Esterbrook Pen Co.; International General Electric Co.; International Telephone & Telegraph Co.; Merrill, Lynch, Pierce, Fenner & Beane; Standard Oil Co. (New Jersey); Sterling Grace & Co.; Sylvania Electric Products, Inc.; Tide Water Associated Oil Co.; Universal Sports—Cushman Overseas Corp.; The White Motor Corp.

Trucking Industry Aided By GMC's "Operator 25"

A new variation is being played on the "Operator 25" theme by the GMC Truck & Coach Division of



TIMES BUILDING, as a four-foot cake at "Fashions of The Times" annual, attracts Ivan Veit, promotion and research director, and Virginia Pope, fashion editor of *The New York Times*. Theme is *The Times'* centennial.



DOUBLE BILLING for Heinz and Campbell tomato soups in Western Pennsylvania raises sales volume for these brand leaders in 90 stores of Thorofare Markets, Inc.

General Motors Corp. Owners of GMC trucks have been given a free service feature with the inauguration of "Operator 25," which permits drivers on the road to locate the nearest GMC-approved service by making only one telephone call.

The new system of finding GMC service facilities the easy way in any part of the United States is a phone call to the nearest Western Union office, whose "Operator 25" tells the driver where to go for service.

"Operator 25" tells the locations of approved dealer service points for both GMC diesel and GMC gasoline-powered trucks and truck-tractors. The new service, according to John E. Johnson, general sales manager for the GMC Truck & Coach Division, is the first of its kind in the trucking industry and is expected to save considerable time as well as being a convenience for operators of GMC units. This Division of General Motors will pay the cost of the system.

Guide for Small Business In Mobilization Program

A new weekly newspaper designed as an aid to industry, and especially to small business, in the current mobilization program, is now being published by Trilane Associates, Inc., New York City.

Titled *The Government Procurement Weekly Review & Small Business Journal*, it is to aid manufacturers seeking Government sub-contracts through comprehensive listings of major Government awards, and it is set up to serve industry through coverage of the overall procurement and mobilization picture.

The Weekly Review, which began publication early in August, is published every Saturday in tabloid for-

mat. Subscription price is \$15 per year or \$18.50 for air-mail delivery.

Prominently featured in each issue are the Government award listings, which offer approximately \$50,000,000 in sub-contracting opportunities weekly and contain information for executives on current price trends, availability of raw materials and finished goods and standard suppliers of almost every item manufactured.

In addition, the newspaper contains news and feature stories each week on procurement and on the activities of small business in the current mobilization.

Irwin Hersey, formerly Government contracting editor for *Daily News Record*, Fairchild Publications, is editor of the new publication.

Henry Scharf is president of Trilane Associates, Inc., which also publishes the *Government Procurement Daily Bulletin*, the *Daily Government Construction Bulletin* and *The Daily Freight Report*. The publication's offices are 1 Hudson Street, New York City.



WILLIAM A. MARSTELLAR, vice-president, Rockwell Manufacturing Co., is resigning January 1 to establish *The Marstellar Co.*, 612 N. Michigan Ave., Chicago, consultants in marketing and advertising.

WILL YOU SETTLE FOR 94%?

**of the total advertising expenditure
by all companies spending \$25,000
or more per year on national advertising?**

A check of all companies spending \$25,000 or more per year on national advertising reveals that SALES MANAGEMENT'S circulation of 14,586 (net paid) covers 82% of these companies . . . and that this coverage accounts for 94% of the total expenditure of all "\$25,000 or over" advertisers.*

The number of subscribers getting SALES MANAGEMENT in each company varies with the size and importance of the organization . . . from a few key executives in the \$25,000 advertiser up to 54 individual subscribers in a multi-million dollar spender like General Electric.

As the *only* publication specifically edited for the sales executives of national advertisers, SALES MANAGEMENT is a basic working tool for the man in charge of sales—tailored to help him develop a coordinated and productive sales and advertising program.

**Our coverage keeps growing: The previous year's check gave us only 91% of the total expenditure and 79% of the companies.*





Mario A. Gardner has been appointed vice president in charge of purchasing for Air King Products Co., Inc., Brooklyn, manufacturers of radios, television sets and wire recorders. Getting ahead in business like Mr. Gardner are thousands of regular Wall Street Journal readers throughout the nation—executives and their aides who make or influence decisions on planning, production, selling and buying.

U.S.A.'s LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A "1" "1"

GLOSSY PHOTOS IN 1 DAY!

5¢ EACH In 5,000 Lots
5½¢ in 1,000 Lots
\$7.99 per 100

Postcards \$23 per 1000; Mounted Enlargements (30x40) \$3.85
Made from your negative or photo.
NO NEGATIVE CHARGE—NO EXTRAS
Unsurpassed in quality at any price.
Made under supervision of famous James J. Kriegsmann
ANY PRODUCT PHOTOGRAPHED, 5¢

COPYART Photographers
Plaza 7-0233
165 West 46th St.
New York 19, N.Y.

WE DELIVER WHAT WE ADVERTISE

HAGSTROM'S
The World's Finest
MAPS
Send for Complete Price List

HAGSTROM'S 311 BROADWAY
DEPT. S. NEW YORK 7, N.Y.

Worth Writing for

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

Air Express Directory: Put out by Air Express, a service of Railway Express Agency, Inc., and the scheduled Airlines of the U.S., it is a complete listing of Railway Express Offices which provide air express service to more than 23,000 cities and towns. Alphabetically listed for each state are both airport cities and off-airline offices which offer connecting rail-truck service to them. Write to Victor Dell Aquila, Advertising Manager, Air Express, 230 Park Ave., New York 17, N. Y.

"Three - Cornered Wisdom:" Put out by Radio Station WIRE, it's a baby-picture promotional booklet giving 11 reasons why "WIRE is your best advertising medium." Included among the pictures: "But I'm just a small advertiser." "I wonder what type of show I need." "But my business is terrible." "Hooper ratings—Phooey!" Write Daniel Park, Station Manager, WIRE, 307 N. Pennsylvania Ave., Indianapolis, Ind.

Survey of Fraser Valley, British Columbia: Conducted by CKNW Radio Station, it gives complete data in answer to such questions as: What is your favorite radio station? How many acres of land have you? What is the principal source of family income? Where do you get your water from? In what town or city do you do most of your shopping? Write to Philip Baldwin, Promotion Manager, CKNW, New Westminster, British Columbia, Canada.

"Fashion Sense:" The New York News has issued a handy desk reference for executives who sell, or plan to sell, in New York City and the surrounding market. It traces the growth of the postwar economy through effective statistical presentations of industrial capacity, per capita

income, and real purchasing power. It reveals that ladies apparel firms using fashion magazines alone miss 52% of the New York market. Write to T. J. Cochrane, Advertising Director, The New York News, 220 E. 42nd St., New York, N. Y.

Television Has Grown Up to have a separate section of its own in the National Association of Radio Station Representative's Second Annual Directory of Members and the radio and television stations the members represent. The television section comprises 71 stations now represented by NARSR members for national spot advertising; 13 members represent television stations. The directory also lists approximately 500 radio stations represented by NARSR members, 62 Canadian stations, and many state and regional groups. Write to T. F. Flanagan, Managing Director, National Association of Radio Station Representatives, Inc., 101 Park Ave., New York 17, N. Y.

Want High Brilliance in Key Word on Your Outdoor Advertising? There's a brochure, "Fluorescence . . . the New Dimension in Color," put out by Lawter Chemicals, Inc., which explains how Lawter's Day-Glo fluorescent colors change absorbed visible and invisible rays of the sun into the dominant color visible to the eye. These colors can be seen at distances up to four times as great as other colors and they glow in the dark. They can be used indoors or out—but one of the biggest successes is on 24-sheet posters—silk screened in combination with lithography. Other uses: street car cards, window displays, banners, counter cards, direct mail, small posters, price cards, publication inserts. Write to Jack C. Heath, Advertising Manager, Lawter Chemicals, Inc., 3550 Touhy Ave., Chicago 45, Ill.

INDEX TO ADVERTISERS

Advertising Checking Bureau 29
 Agency: Hamilton Advertising Agency, Inc.
 Advertising Council, Inc.
 Aero Mayflower Transit Co. 4
 Agency: Sidener and Van Riper, Inc.
 American Telephone & Telegraph Co. .. 47
 Agency: N. W. Ayer & Son, Inc.
 American Magazine 14
 Agency: Benton & Bowles, Inc.
 Ampro Corporation 51
 Agency: Ruthrauff & Ryan, Inc.
 Architectural Record26-27
 Agency: T. H. Batman
 Artkraft Sign Co. 22
 Agency: Wendt Advertising Agency
 Associated Business Publications86-87
 Agency: Media Promotion Agency
 Atlas Film Corp. 78
 Augusta-Kennebec Journal 63

Jam Handy Organization2nd Cover
 Agency: Campbell-Ewald Company, Inc.
 Hearst Advertising Service16-17
 Agency: John A. Cairns & Company, Inc.
 Heinn Co. 28
 Agency: L. M. Nohr Agency
 Schuyler Hopper Co. 49
 Household Magazine 23
 Agency: The Buchen Company

Sales Management 93
 Seattle Times3rd Cover
 Agency: MacWilkins, Cole & Weber
 South Bend Tribune 10
 Agency: Lamport, Fox, Prell & Dolk, Inc.
 State Journal Advertising Bureau 62
 Agency: Critchfield and Company
 Sweet's Catalog Service24-25
 Agency: The Schuyler Hopper Co.

J.J.K. Copy Art Photographers 94
 Agency: Wm. Wilbur Advertising Inc.

Thomas Register 3
 Agency: W. N. Hudson
 J. Walter Thompson 9
 Trans World Airlines 71
 Agency: Batten, Barton, Durstine & Osborn, Inc.
 Troy Record Newspapers 73

KGW (Portland) 54
 Agency: Showalter Lynch Advertising Agency

U. S. News & World Report 31
 Agency: The Caples Company
 United Board & Carton Co. 64A
 Agency: Barlow Advertising Agency, Inc.

Batten, Barton, Durstine & Osborn, Inc. 66
 Bayonne Times 52
 Agency: Harvey B. Nelson Advertising
 Better Homes & Gardens 77
 Agency: Kudner Agency, Inc.
 Buffalo Courier Express 30
 Agency: Baldwin, Bowers & Strachan, Inc.
 Building Supply News58, 79, 90
 Agency: Arthur R. MacDonald, Inc.
 Bureau of Advertising (ANPA) 75

Louisville Courier-Journal 20
 Agency: Zimmer-McClaskey

Wall Street Journal 94
 Agency: Bozell & Jacobs, Inc.
 Waterville Sentinel 63
 Wisconsin Agriculturist 1
 Agency: Olmsted & Foley Advertising Agency

Capital Airlines 11
 Agency: Lewis Edwin Ryan, Inc.
 Chemical Engineering18-19
 Agency: John Mather Lupton Co., Inc.
 Chicago Daily News 83
 Agency: Patton, Hagerty and Sullivan, Inc.
 Chicago Tribune4th Cover
 Agency: N. W. Ayer & Son, Inc.
 Cleveland Press 75
 Agency: Fuller & Smith & Ross, Inc.
 Columbia Broadcasting System (TV) ...12-13

McGraw-Hill Publishing Company, Inc. .. 6-7
 Agency: Fuller & Smith & Ross Inc.
 The Meyercord Co. 50
 Agency: Albert Frank-Guenther Law
 Midwest Farm Papers 34
 Agency: Olmstead & Foley Advertising Agency
 Milwaukee Journal 5
 Agency: Klau-Van Pieterston-Dunlap
 Associates, Inc.
 Movie Advertising Bureau 59
 Agency: Morey, Humm & Johnstone, Inc.

National Broadcasting Co. (TV)56-57
 Agency: J. Walter Thompson Co.
 National Industrial Advertisers
 Association32-33
 New Bedford Standard-Times 61
 Agency: Arthur W. Sampson Co., Inc.

Huben H. Donnelley Corp. 90

Oxford Paper Co. 85
 Agency: Charles W. Hoyt Company, Inc.

Isle Rubber Co. 52
 Agency: Sweeney & James Co.
 Ebony Magazine 30
 Agency: Allan Marin & Associates
 Econometric Institute 55
 Elks Magazine 20
 Agency: Wilhelm-Laughlin-Wilson and
 Associates

Puck, The Comic Weekly68-69
 Agency: Robert W. Orr & Associates, Inc.

First Three Markets Group 89
 Agency: Anderson, Davis & Platte, Inc.
 Forbes Lithograph Co. 64B
 Agency: James Thomas Chirurg

Remington Rand, Inc. 21
 Agency: Leaford Advertising Agency, Inc.
 Roanoke Times & World News 2
 Agency: Arthur M. Gasman

Hopitram Map Co. 94
 Agency: Harvey B. Nelson Advertising

MANUFACTURER-DISTRIBUTOR SOUGHT (ROYALTY BASIS)

FIRE-DETECTOR: For homes, to alert sleepers in case of fire. Made of small sheet metal stampings to retail under \$1.00, on display card. No electricity. Hung behind wall picture or elsewhere in a minute. Confidential data to established mfr. J. M. Cain, Riverside, Conn.

I Know The PROMOTION DIRECTOR For You!

This young fellow has been responsible for both sales and circulation promotion for one of the biggest publishing successes of the past decade. He's had his hand in other angles of the business, too, as asst. to one of the top brass. Just 40, he wants to make his first change in 15 years. I'll recommend him to any medium. Write

PHILIP SALISBURY

Editor
 Sales Management

COMMENT

Y & R MEET THE CRITICS

If you have occasion to call at the New York offices of Young & Rubicam, you will find in the reception room copies of a booklet for visitors called "... in a few moments." It represents public relations at its best... public relations not only on behalf of Y & R, but on behalf of the advertising industry.

We quote: "Welcome to Young & Rubicam. We're pleased to have you call on us, whether you're a client or are looking for a job, are a media representative, a salesman for a graphic arts supplier, a free lance artist, or just dropped in to have lunch with a friend.

"On the next few pages you'll find a little information about how we try to make things easier for the people who come to see us. The rest of the booklet gives you some of our ideas about the advertising business and tells you why we are proud to be a part of it.

"We do this in the hope that by knowing us better we will become better friends and that you will want to come back and visit us again."

The earlier pages tell how Y & R operate, how to get to see the people you want to see. Then it speaks briefly of the advertising business. These paragraphs seemed to us to be of special interest:

"... Advertising has helped to make mass markets so that new equipment could be produced at low cost and sold at low prices.

"'But I often hear advertising criticized. What about that?'"

"Occasionally we encounter unfavorable comments on advertising and the advertising business.

"Often they come from those who realize that one way to hamper free enterprise is to hamper and undermine advertising.

"But sometimes the criticism comes from perfectly sensible and serious Americans who find shady practices downright evil in the business. Let us agree at once that they are right—irregularities and evils do exist in the business. There are just two comments we would like to make about them:

"First—the sins of advertising are not so numerous as might be imagined, or as they might seem. This is because the advertising business is a 'Macy's window' business. Everything that it does is done in public. You can't be secret or furtive and advertise effectively. Hence, most of advertising's sins are apparent to everybody.

"Second—there are two forces working constantly to improve the advertising business. One is a natural force, as inexorable as gravity. It is the critical nature of the public itself.

"By this we mean that advertising—exaggerated or downright untruthful—won't sell the same product over

and over again. After advertising has won a trial order it is up to the product to live up to its claims. Every dissatisfied user means one less future prospect and one more spreader of the truth about the product. Neither poor products nor unethically advertised ones last very long.

"The other force that is working to police the small part of advertising which needs it is the advertising business itself. The responsible majority of men and women in advertising are as much in favor of truth and fairness as other Americans. They believe it is their duty to police their business, as the medical and bar associations police medicine and law. . . ."

This sort of thing is not only good public relations, but good salesmanship. It recognizes objection in advance and answers it effectively in words of one and two syllables that anyone can understand.

HIRE DRAFT-AGE SALESMEN—NOW?

America is a quietly confident country. And among all the people, sales executives and their sales forces are among the most confident. Accordingly, it is not as odd as it may sound for sales chiefs to be planning ways now to re-build their sales forces before, in most cases, they have lost many of their people to the military services.

We have to face up to the knowledge that a 3,000,000-man military establishment will draw off many youngsters either in or headed for sales work. For efficient management, every company needs young replacements in order to have sufficient people in all age groups.

We all have heard of cases of reservists and draft-age people who've had a hard time landing jobs because prospective employers are hesitant to hire them and run the risk of losing them within a year or so. This is, of course, a cruel injustice, especially to reservists who've already contributed a large portion of their business lives to their country. Aside from moral considerations, is this policy really sound for business itself?

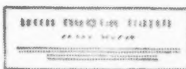
Crown-Zellerbach Corp., large West Coast paper manufacturer, has some challenging ideas on employment of draft age people.

Now is the time, according to Crown-Zellerbach, to lay plans to hire people who'll be available for the inevitable post-Korea re-staffing of the sales force. "If we know there is some time ahead for training a young man of military age and putting him to work for even a short time, we will not hesitate because of his draft status," declares Colonel William Hart, General Personnel Supervisor for Crown-Zellerbach. Why? "That young man because of his re-employment rights, will think of us first after he is demobilized."

We believe this policy merits attention. Crown-Zellerbach has no doubt that there is a future for which to plan. We think you'll like to read the article, "Young Post-Korea Sales Force: Is Now the Time to Plan It?" Turn to page 37 of this issue.



The Seattle Times



FIRST IN SEATTLE

1ST

NO matter what the yardstick, *THE TIMES* is the preferred media in the rich, ever-growing Seattle market. Advertisers know that success in this market can be found through frequent, concentrated advertising in The SEATTLE TIMES.

This is true for selling your products today and for laying the groundwork for Seattle's growth of tomorrow. Remember—Seattle ranks **FIRST** in retail sales per capita of the nation's leading markets—including such cities as Los Angeles, San Francisco, Chicago and New York—and **SECOND** in effective buying income per capita.*

*Sales Management, May 10, 1950

MEDIA RECORDS REPORTS

THE TIMES' ADVERTISING LEAD OVER 2nd PAPER

(Daily and Sunday, 1st 9 Months 1950)

	Seattle TIMES	2nd Paper	The TIMES Led 2nd Paper by
TOTAL LINEAGE . . .	17,563,847	12,353,511	5,210,336
RETAIL DISPLAY . . .	9,008,722	5,515,013	3,493,709
DEPARTMENT STORE .	3,772,079	2,135,469	1,636,610
CLASSIFIED	4,705,473	3,768,471	937,002
NATIONAL	3,835,104	3,040,213	794,891
RETAIL FOOD	968,798	336,404	632,394
RETAIL DRUG	304,892	202,538	102,354

THE SEATTLE TIMES

REACHES **8** OUT OF **10**
SEATTLE HOMES

Represented by O'MARA & ORMSBEE • New York • Detroit • Chicago • Los Angeles • San Francisco

*Designed to build greater demand and
distribution for your brand—today*

The Chicago Tribune Consumer-Franchise Plan



The volume and distribution you get in today's market depend largely on your ability to convince retailers that they can make more profit on your brand than they can on a competitor's. Retailers want to stock the brands which their customers want to buy.

More than ever before, advertising must be relied on to sell the customer before she goes to the store. To give meaning to a dealer franchise, it must build a consumer franchise—a significant share of consumers' repeat buying relatively immune to the tactics of competition.

To meet the changed situation, the Chicago Tribune has developed a sound procedure that can build a stronger market

position for your brand. The Tribune plan is based on actual selling experience at the retail level. It earns larger store inventories, better store displays and faster turnover. It enables you to cash in on the growing trend toward self-service and fewer brands per line per store.

Highly productive in Chicago, the plan can be utilized in any market. It will win the enthusiastic support of your sales staff and distributive organization. Designed for immediate sales volume, it provides a base for sound expansion.

If retailers are hesitant about stocking or pushing your line, here is a way to improve the situation. Without resort to discounts, deals, premiums or cut

prices, it can boost your volume to meet the requirements of today's higher break-even point.

Whether your product is a convenience item or a big unit, you can take advantage of the consumer-franchise plan. The plan is of particular interest to executives who bear the responsibility of getting immediate sales and to those concerned with long-range planning and continued company growth and profit.

A Chicago Tribune representative will gladly tell you how the consumer-franchise plan can be applied to help you get a larger share of today's buying. Ask him to call. Why not do it while the matter is fresh in your mind?

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Chicago Tribune representatives: A. W. Dreier, 1333 Tribune Tower, Chicago 11; E. P. Struhsacker, 220 E. 42nd St., New York City 17; W. E. Bates, Penobscot Bldg., Detroit 26; Fitzpatrick & Chamberlin, 155 Montgomery St., San Francisco 4, also, 1127 Wilshire Blvd., Los Angeles 17
MEMBER: FIRST 3 MARKETS GROUP AND METROPOLITAN SUNDAY NEWSPAPERS, INC.

NOV 27 1950